

INTEGRATED DEVELOPMENT PLAN REVIEW

2018/2019



UMNGENI MUNICIPALITY

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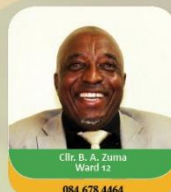
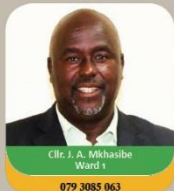
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AMAKHANSELA OMKHANDLU WASEMNGENI 2016 -2021



ACRONYMS

AIDS – Acquired Immune Deficiency Syndrome

ABET – Adult Based Education Training

AG – Auditor General

BBBEE – Broad Based Black Economic Empowerment

CFO – Chief Financial Officer

COGTA - Co-operative Governance and Traditional Affairs

CPF – Community Policing Forum

CRDP – Comprehensive Rural Development Programme

CLLR – Councillor

DAEARD – Department of Agriculture, Environmental Affairs and Rural Development

DGDP – District Growth and Development Plan

DEDT – Department of Economic Development and Tourism

DFA – Development Facilitation Act

DWA – Department of Water Affairs

DPPSS – Development Planning Shared Services

DGDP - District Growth and Development Plan

EIA – Environmental Impact Assessment

EXCO – Executive Committee

EKZNW- Ezemvelo KZN Wildlife

EPWP – Expanded Public Works Programme

GM – General Manager

GIS – Geographic Information System

GVA – Gross Value Added

HIV – Human Immunodeficiency Virus

ICT – Information Communication Technology

IDP – Integrated Development Plan

IGR – Inter Governmental Relations

JMPT – Joint Municipal Planning Tribunal

KPA – Key Performance Area

KPI – Key Performance Indicators

LED – Local Economic Development

LM – Local Municipality

LUMS – Land Use Management Scheme

MANCO – Management Committee

MFMA – Municipal Finance Management Act

MPAC – Municipal Public Accounts Committee

MM – Municipal Manager

MSA – Municipal Systems Act

NDP – National Development Plan

NSDP – National Spatial Development Perspective

NEMA – National Environmental Management Act

NGO – Non Governmental Organisation

OSS – Operation Sukuma Sakhe

PDA – Planning and Development Act

PMS – Performance Management System

PDA – Planning and Development Act

PGDS – Provincial Growth and Development Strategy

SDBIP – Service Delivery and Budget Implementation Plan

SDF – Spatial Development Framework

SAPS – South African Police Service

SEA – Strategic Environmental Assessment

SMME – Small Micro Medium Enterprise

SPLUMA – Spatial Planning and Land Use Management Act

TBD – To be determined

UMDM – uMgungundlovu District Municipality

VIP – Ventilated Pit Latrine

WWW – Waste Water Works

MAYORS FOREWORD



This Integrated Development Plan of uMngeni Municipality covers the five-year period 2016-2021. It was compiled with the intention of making this a period in the municipality that will herald growth and development in which the goals of the National Development Plan will be meaningfully approached; a period in which the current economic and organisational decline evident in the municipality will be turned around.

This 4th generational IDP is set out as a service delivery machine document that will contribute meaningfully to the lives of all our people in the municipality. In it we envisage uniting our diversified communities under the banner of equal service delivery.

This 2018/2019 review of our IDP must ensure that our plans are geared towards expediting effective, efficient and quality service delivery to the people. Moreover this IDP Review must be able to facilitate processes towards the development and implementation of a framework to promote integrated growth and development.

In the pursuit of our vision as encapsulated in the IDP, the municipality has to ensure other spheres of government complements us in the provision of services that are the responsibilities of sector departments in reaching our identified targets.

The successful implementation of the IDP can be achieved only through a partnership with all spheres of government, communities and the private sector who are our social partners.

CHAPTER A – EXECUTIVE SUMMARY

A.1 Introduction

Who are we?

The uMngeni Municipality is a Category B and is one of seven municipality that make up the uMgungundlovu District Municipality situated in the province of KwaZulu Natal, South Africa. It is one of seven municipalities that make up the uMgungundlovu District and comprises the former Transitional Local Council areas of Mpophomeni, Howick and Hilton, Worlds View Area, and a substantial amount of farm land. The municipality is centrally situated within uMgungundlovu District and shares a boundary with Impendle Local Municipality to the south west, to the north and North West is Mpofana Local Municipality and to the south east is the Msunduzi Local Municipality which is the capital of the province and an economic hub of the district. To the east of the uMngeni Municipality is uMshwati Local Municipality and to the west are the former District Management Areas of the Drakensberg that fall under the Transfrontier Development Initiative related to the World Heritage Site.

The uMngeni Municipality serves a total population of 105,609 people based on the 2016 Community Survey by Stats SA. The municipality is the third largest by population in the district of uMgungundlovu and is comprised of 51 percent females and 49 percent males. The working population account for approximately 67 percent of the total population and with an unemployment rate of 22 percent down by 2 percent in 2011. The youth unemployment rate is currently at 32 percent. Only 30 percent of the total population have completed matric with those with a higher education at 15 percent.

The municipality's key economic sectors contributing to the economic growth of the municipality includes community services (23%); manufacturing (16%); finance (15%); trade (14%); agriculture (12%); Transport (9%); electricity (5%); construction (5%); and mining (1%) respectively. Although the community services sector is the largest contributor, uMngeni has an abundance of high potential agricultural land making it ideal for further growing this economy through the forward and backward linkages of the agricultural sector to other sectors of the economy especially the manufacturing sector through agro-processing. Presently, the municipality has a range of processing plants within the locality including dairy, wood and meat processing plants.

The municipality is covered by 12 wards of which 1, 2, 7, 8, 10, 11 and 12 cover the majority of Howick, Merrivale, Mpophomeni, Hilton and Worlds View and are substantially urban in nature. The remaining wards include some urban components but are mainly rural in nature.

How was this plan developed?

We live in a society constantly confronted by multi-faceted challenges that stretch far beyond our boundaries not only at a regional but a global scale. These global challenges sometimes have far reaching implications for even the smallest of organisations including municipalities. We live in a Volatile Uncertain Complex and Ambiguous (VUCA) world and local government is not immune to this notion. As we developed this plan, cognisance had to be taken on challenges faced on a regional, national and even sometimes global scale like migration of foreign nationals into our space and all these are critical issues on our development agenda.

This plan has been developed taking into consideration the legislative mandate by municipalities as prescribed in Chapter 5 of the Municipal Systems Act whilst also utilising the COGTA IDP Framework Guide to inform the structure of the document. The guiding principle on the development of this plan was based on the IDP Review MTREF-Budget and PMS Process Plan adopted by council on 31 August 2017 after a public consultation process.

What are the key challenges?

A SWOT analysis method has been utilised to understand internal and external factors which have an impact on the uMngeni Municipality. Through a comprehensive SWOT analysis of the 6 Key Performance Areas, the following table outlines the key challenges that have been identified affecting the municipality:

| Key Performance Area | Challenges |
|---|---|
| Cross Cutting Interventions | <ul style="list-style-type: none">▪ Lack of community awareness on land use management▪ Spatial inequalities▪ Lack of inter-governmental relations between the municipality and Ingonyama Trust Board on land use management▪ Lack of sufficient capacity to guide land use management▪ Loss of valuable agriculture land |
| Municipal Transformation and Organisational Development | <ul style="list-style-type: none">▪ Shortage of staff at Technical Services▪ Lack of knowledge management |
| Service Delivery and Infrastructure Investment | <ul style="list-style-type: none">▪ Aging infrastructure▪ Shortage of land for implementation of housing project▪ Poor delivery of basic services to rural communities▪ Housing backlogs |
| Local Economic Development and Social Development | <ul style="list-style-type: none">▪ Lack of employment opportunities created through local economic development▪ Lack of implementation of local economic development▪ Lack of marketing and promotion of tourism |
| Municipal Financial Viability and Management | <ul style="list-style-type: none">▪ Electricity theft |

| | |
|--|---|
| | <ul style="list-style-type: none"> ▪ Poor revenue collection ▪ Non-implementation of policies and by-laws of credit control ▪ Lack of cost effectiveness in spending ▪ Grant dependent on infrastructure spending ▪ Debt write-offs ▪ Lack of asset management ▪ Poor financial management control systems |
| Good Governance and Public Participation | <ul style="list-style-type: none"> ▪ Lack of review and monitoring on implementation of municipal policies ▪ Unsatisfied customers ▪ Poor document management and accessibility ▪ Unsatisfied customers |

What is our long-term Vision?

The municipality in order to align with the national and provincial plans has adopted a vision geared towards 2035 in line with provincial vision and is outlined below:

“By 2035, uMngeni Municipality as the **tourism destination** of choice will be the **hub of excellence** providing **quality services** whilst ensuring **quality of life**.”

The spatial vision of the municipality was developed as part of the Spatial Development Framework Review and is outlined below:

“uMngeni Municipality will be characterised with spatial equity, integrated urban complex, sustained natural endowment, agriculture and tourism.”

What are we going to do to unlock and address our challenges?

To address our key challenges as outlined above, the municipality has developed the following six IDP goals linked to the Key Performance Areas:

- i. Human Resource Development and Management – this goal is linked to five objectives and twelve strategic focus areas.
- ii. Integrated Human Settlements and Strategic Infrastructure – this goal is linked to five objectives and six strategic focus areas.
- iii. Job Creation – linked to this goal is two objectives and eight strategic goals.
- iv. Financially Sound and Sustainable Municipality - this goal is linked to three objectives and twelve strategic focus areas.
- v. Good Corporate Governance - this goal is linked to two objectives and eight strategic focus areas.
- vi. Spatial Planning and Environmental Sustainability - this goal is linked to three objectives and seven strategic focus areas.

What could you expect from us, in terms of outputs, outcomes and deliverables, over the next five years?

The municipal council has developed a set of twenty objectives across the six municipal goals that are also linked to the six Key Performance Areas and will form the basis of the work done in this term of office. To address our development challenges and deliver on our objectives, the municipality has developed a Capital and Operational Investment Plan to be delivered in the course of the next five years. The realisation of this plan rest on the effective pursuit of our financial objectives of increasing and enhancing revenue collection but also reducing the revue lost in electricity.

How will our progress be measured?

The performance management system will be utilised as a tool to encourage this outcome based approached in the coming five years to address all municipal challenges. To this effect, the performance scorecard has been developed and forms part of the 4th generation IDP Review. The municipality will measure performance in the forthcoming year (2018/19) utilising the Service Delivery and Budget Implementation Plan which is linked to the budget but also performance agreements of *Section 56 and 57 Managers* have been informed by this plan. The plan outlines in detail task to be undertaken in the financial year with budget implications but also how each activity is linked to the IDP. The Organisational Key Performance Indicators linked to departmental indicators have been developed for the three MTRF period.

CHAPTER B – PLANNING AND DEVELOPMENT PRINCIPLES

B.1 Development Principles

The set of planning and development principles in this section is derived from the Spatial Planning and Land Use Management Act (Act No. 16 of 2013). The municipality has made efforts and continue to ensure that the planning and development principles outlined below are used as guidelines in all development planning. Table 1 demonstrates how uMngeni Municipality is applying or aiming to apply the development principles as contained in SPLUMA in its area of jurisdiction.

Table 1 – SPLUMA Development Principles

| NO. | PRINCIPLES | MUNICIPAL RESPONSE |
|-----|-----------------|---|
| a) | Spatial Justice | <ul style="list-style-type: none">i. Since the start of local government in 2000 the municipality has planned, coordinated and implemented land use management such that it addresses issues of improved access to and use of land in previously disadvantage areas but also improving on the already developed areas.ii. At the start of every elected council, the municipality develops an SDF which forms part of the IDP and gets reviewed annually. The development of the SDF covers the entire jurisdiction of the municipality which includes informal settlements and Ingonyama Trust areas.iii. The municipality has developed a land use scheme that covers not only previously affluent areas but also incorporated areas previously not included in the scheme. These areas include Nottingham Road and Lidgetton to name a few.iv. The current municipal scheme permits for different types of land use and zones which allows for flexibility and appropriate management of previously disadvantaged areas.v. The municipality coordinate the development of housing projects for both private and public sectors that allow for security of tenure rights whilst also planning for the eradication of informal settlements.vi. The Joint Municipal Planning Tribunal in exercising its duties has applied discretion in considering applications and have not based the outcome on the value of land or property affected by the outcome. |

| NO. | PRINCIPLES | MUNICIPAL RESPONSE |
|-----|------------------------|--|
| 2 | Spatial Sustainability | <p>i. Land development in the municipality is planned and coordinated within the fiscal, institutional and administrative means of the Republic by ensuring alignment of municipal plans with all spheres government but also consulting the affected government department on individual planning applications.</p> <p>ii. The municipality has a high demand of statutory applications more especially for subdivision which has an impact on the sustainability of agricultural land. For this reason, the Department of Agriculture is continuously engaged in such matters to ensure protection of prime and unique agricultural land.</p> <p>iii. Over and above adherence to environmental legislation, the municipality has developed a Strategic Environmental Assessment (SEA) albeit requiring a review. The municipality has worked closely with the district municipality in the development of environmental plans but also regularly consult with the Department of Environmental Affairs and KZN Ezemvelo Wildlife to ensure protection of the environment.</p> <p>iv. The municipality has been quite effective in promoting and stimulating equitable functioning of land markets given the number of various development that include amongst others housing estates and commercial centres i.e. Hilton Mond Development which includes residential, commercial and office development</p> <p>v. The process of the IDP allows the municipality the opportunity to plan for all infrastructure and social services related land development through partnerships with other spheres of government and other agencies. The development of the municipal long-term Implementation Plan has considered all current and future costs to all parties.</p> <p>vi. The planned Khayelisha housing project will address informal settlement areas of Shiyabazali and Zuzokuhle which will enable the municipality to promote land development in locations that are sustainable and limit urban sprawl. This is</p> |

| NO. | PRINCIPLES | MUNICIPAL RESPONSE |
|-----|---------------------|--|
| | | <p>further emphasized in the municipal planning policies and strategies that promote viable human settlements.</p> <p>vii. The overall mandate of the municipality and that of government is to promote viable communities. The municipality does this in partnership with other spheres of government and thus promoting sustainable communities who have access to all rights enshrined in the Constitution but also</p> |
| 3 | Efficiency | <p>i. As much as possible land development is encouraged in areas that are already serviced however where there is lack of suitable infrastructure to support development, appropriate plans are put in place to address this.</p> <p>ii. The principle of efficiency will only be possible if all decisions made are sustainable in order to minimize negative financial, social, economic and environmental impacts.</p> <p>iii. The number of planning applications lodged with the municipality are significantly higher than most municipalities in the province and therefore becomes imperative that application procedures are streamlined, and timeframes adhered to. This does require human capacity which is currently lacking but existence of the Shared Service does assist the municipality in ensuring that these issues are somewhat addressed. The municipality also has plans to fill a vacant Town Planning Technician post which will also assist in ensuring efficiency of the planning application procedures.</p> |
| 4 | Spatial Resilience | <p>i. In order to have flexibility in spatial plans, the municipality has plans in place to develop nodal plans for area in the different nodes identified in the current SDF whilst also having in place Disaster Management Plans from both uMngeni and uMgungundlovu District to accommodate communities most likely to suffer environmental shocks.</p> |
| 5 | Good Administration | <p>i. All three spheres of government play a crucial role in ensuring integrated development planning within the municipality. This is done through the alignment of the different spatial plans from national to the local level</p> <p>ii. The IDP Representative Forum, COGTA Sector alignment workshops, inclusion of sector departments in the SDF Project</p> |

| NO. | PRINCIPLES | MUNICIPAL RESPONSE |
|-----|------------|--|
| | | Steering committees allows for sector inputs into the development of the municipal SDF. |
| | | iii. The participation of the municipality in IGR structures needs to be further strengthened to ensure requirements of any law relating to land development and land use are met timeously. |
| | | iv. The municipal SPLUMA By-laws prescribes processes for public participation in all land development processes. |
| | | v. The municipality in compliance with SPLUMA has developed SPLUMA By-laws which empowers members of public in the municipal land development planning procedures |

B.2 Government Policies and Imperatives

This section of the chapter provides an outline of the government policies and imperatives that the municipality must take into consideration in the integrated development planning processes. Furthermore, the section provides a summary of how the municipality has addressed and applied these in its area of jurisdiction.

2030 National Development Plan

The National Development Plan (NDP) is a plan for South Africa aimed at eliminating poverty and inequality by 2030 through uniting South Africans, unleashing the energies of its citizens, growing an inclusive economy, building capabilities, enhancing the capability of the state and leaders working together to solve complex problems. The NDP is furthermore a roadmap to a South Africa where all have water, electricity, sanitation, jobs, housing, public transport, adequate nutrition, education, social protection, quality health care, recreation and a clean environment. The uMngeni Municipality through the various sector plans and the IDP has addressed the following priorities contained in the NDP:

- **Economy and employment** – through effective spatial planning and land use management, the municipality has and is coordinated quite several private sector developments which has resulted in employment opportunities. The municipal unemployment rate (24%) is below the national average, however the municipality still has a high inequality with a Gini coefficient of 0.62. There is also several private sector investments anticipated in the municipality which will further address unemployment levels whilst also reducing poverty and inequality.

- **Economic Infrastructure** – as backed by the information from Stats SA, the municipality has over the years improved the provision of electricity, water, sanitation and telecommunications through various government and private sector programmes and project initiated within the municipal area. The municipality continues to invest its resources by provision of basic services to its communities whilst also improving infrastructure for economic benefit.
- **Environmental Sustainability - Transitioning to a low carbon economy** - the municipality has a Strategic Environmental Assessment developed in 2007 which provides a tool for the municipality to address development challenges in a sustainable manner. The municipality has climate change strategies have been developed at the district level to build resilience to effects especially within poorer communities. The municipality has recycling facilities that seek a zero-waste society whilst also providing employment opportunities in the green economy.
- **An integrated and inclusive rural economy** – As part of the municipal objective of Inclusive Socio-economic development, the municipality seeks to support emerging farmers whilst promoting diversification in the agricultural sector to ensure that rural communities have jobs. The municipality received an award for the Fordun Housing Project which was part of the provision of rural housing to communities. This has ensured quality access to basic services by some rural communities.
- **Transforming human settlement and the national space economy** - the municipality in compliance with the prevailing government legislation on spatial planning has developed and continuously review its Spatial Development Framework to systematically respond to entrenched spatial patterns that exacerbate inequality and economic inefficiency. To realise the constitutional housing rights, the municipality is implementing housing projects whilst also planning to review its Housing Sector Plan to strengthen the livelihood prospects of all households.
- **Social protection** – In order to make provision for enhanced services and programmes for labour market activation for the unemployed and create opportunities in the public sector, the municipality has employed people as part of the Expanded Public Works Programme whilst also providing internship to graduate in the different services provided by the municipality.
- **Building a capable and developmental state** - To build the municipal capability on delivery of services, a Workplace Skills Plan was developed with the aim of assessing the current skills levels but also improve on them with continuous learning. Appointments at

strategic positions is filled with people possessing the relevant qualifications and experience. Through the various IGR structures formulated at a district and provincial level to resolve problems in a coordinated manner.

- **Fight corruption** – In order to fight corruption and create an environment of accountability amongst the municipal employees, the municipality fast track the development and implementation of an Anti-Fraud and Corruption Strategy.

Provincial Growth and Development Plan

The KZN Provincial Growth and Development Plan (PGDP) has seven strategic goals and below is an outline of how the municipality has applied or addressing them:

- **Inclusive Economic Development** – the municipality's IDP goal is job creation with the objectives being to increase employment and entrepreneurial opportunities and also have an inclusive socio-economic development. These objectives are geared towards increasing employment levels within the municipality in a diversified economy. The municipal LED Strategy Review has made several proposals in terms of project and programmes that are indicators to achieving inclusive economic development. The municipality has an adopted Business and Retention Strategy in place that is aimed at addressing sectoral development through trade investment and business retention. The municipality continues to contribute in the enhancement of spatial economic development given the increase in investment in the sub sector of finance and real estate. In partnership with Public Works and COGTA, the municipality has employed a number of people as part of the EPWP and CWP in order to yield incomes and prepare participants for entry into the labour market. The municipality is in the planning stages of developing an SMME Strategy that will seek to promote SMME and entrepreneurial development. To enhance the knowledge economy, the municipality intends to develop and implement a Knowledge Management Strategy.
- **Human Resource Development** – to address this provincial goal, the municipality will undertake a community skills audit with the aim of evaluating the skills level required by the economy. This work will be underpinned by the uMgungundlovu Human Resource Skills Strategy which is work currently being championed through the Premier's office. The municipality further enhances youth skills development by employing graduates for internships and learnership.
- **Human and Community Development** – the municipality in coordination with the Department of Social Development continuously engages in the delivery of programmes aimed at eradicating poverty and improving social welfare functional Operation

Sukuma Sakhe war rooms and accelerating the number of eligible social grants recipients. To enhance the health of communities, the municipality has institutional arrangements for dealing with HIV whilst also having an HIV Strategy in place. The municipality further promotes sustainable human settlements by coordinating the provision of both social and private housing. To enhance social cohesion, there are a number of NGOs some of whom funded by the municipality that participate in various municipal and government programmes i.e. HUUTO promotes tourism within the municipality. Participation and advocacy of vulnerable group has been advanced in the municipality by the various programmes aimed at the youth and special programmes undertaken by the Office of the Municipal Manager.

- **Strategic infrastructure** – the municipality as part of its capital expenditure for the next three years will develop roads that provide access to rural communities. The municipality has an ICT Governance Framework aimed at the provision of information and communications technology infrastructure to support the institutional and municipal growth and development needs. The municipality through the IGR structures continuously engages uMgeni Water and the UMDM in the provision of water and sanitation to address growth and development needs. The municipality and Eskom has ensured that there is sufficient electricity provision to meet the needs and growth of the municipality. This is further highlighted by the access to electricity by households from 66% in 1996 to 89% in 2016. The municipality as mandated by the Constitution undertakes waste management, but this will be enhanced by the development of the Integrated Waste Management Plan.
- **Environmental Sustainability** - to enhance resilience of ecosystems services, the municipality has an Environmental Management Officer whose job is to ensure that land productivity is sustainably improved and biodiversity loss trends are halted and reversed. The municipality has plans in place to develop an Electricity Sector plan that will also address renewable energy methods on the light of the national government position on the matter. The municipality has a Disaster Management Plan in place whilst the staff is furthermore being capacitated in mitigation and adaptation to climate change. Once the municipality has capacity, mitigation and adaptation of climate change strategies can be incorporated into the IDP.
- **Governance and Policy** – the policy, strategy co-ordination and IGR are strengthened by the alignment of the municipal IDP with the DGDGP and PDGP whilst the municipality maintains its participation in the district and provincial forums to enhance functionality of the IGR structures. The municipality maintained an average score of 60% in previous IDPs however regressed to 59% in the last assessment due to improvements required in

the LED and Cross Cutting Interventions KPAs. This will most likely improve in this IDP Review as the municipality has reviewed its LED Strategy whilst also in the process of reviewing the SDF in line with MEC comments. The uMngeni Municipality is host to the shared services within the district providing town planning and GIS support to three other municipalities. The shared services agreement is due to end in June 2018 however the municipal council have already supported the extension of the model for another three years. Administrative and financial support from COGTA has made the model that much more effective. To ensure that the municipality is corruption free, an Anti-Fraud and Corruption Strategy will be developed. The municipality to ensure that its government of the people regularly partners with the IEC in voter participation in municipal and provincial elections. The municipal ward committees are functional and reports regularly to COGTA.

- **Spatial Equity** – the municipality is part of the N3 Strategic Corridor Development Plan and SIP2 with the focus on development of the Durban-Freestate-Gauteng Industrial Logistics Corridor. The inclusion of the municipality in such important initiatives ensures the concentration of public and private investments within the municipality is in locations that have been selected based on their developmental potential.

District Growth and Development Plan

The uMgungundlovu District Municipality has developed a District Growth and Development Plan (DGDP) which is a framework for local municipalities to grow their respective economies. Table 2 outlines the district goals and the objectives that are being applied in the uMngeni Municipality.

Table 2: DGDP Goals and objectives

| Goals | Objectives | Municipal Response |
|--|--|--|
| Growing the regional economy to be diversified and competitive | <ul style="list-style-type: none"> • Developing and diversifying the agricultural sector • Enhance sectoral development through trade and investment | <ul style="list-style-type: none"> • The municipality will be developing an Agricultural Sector Plan that will explore the diversification of the agricultural sector within the municipality. • Working together with TIKZN, the municipality has developed a Business Retention and Expansion Strategy that seeks to |

| Goals | Objectives | Municipal Response |
|--|---|---|
| | <ul style="list-style-type: none"> Expand government led job creation programmes Promote SMME, Entrepreneurial development Develop the knowledge base to enhance the knowledge economy | <p>enhance trade and investment.</p> <ul style="list-style-type: none"> The municipality has people employed as part of the EPWP and CWP to expand government led job creation The municipality is in the process of developing an SMME Strategy to promote this business sector. The municipality also has institutional arrangements to support SMMEs through a variety of programmes i.e. business registration, business licensing, capacity building programmes To enhance the knowledge base, the municipality as part of it objective to enhance human resource management will develop and implement a knowledge management strategy |
| Developing the skills capacity and human resources of the district workforce | <ul style="list-style-type: none"> Support skills alignment to economic growth Enhance youth skills development and lifelong learning | <ul style="list-style-type: none"> To support the skills alignment to economic growth, the municipality will be conducting a municipal skills audit to assess the availability of the skills required by the local economy In collaboration with other spheres of government, the municipality has in the past |

| Goals | Objectives | Municipal Response |
|--|---|---|
| | | five years employed several graduates for internships in order to enhance youth skills development. It is however worth noting that most of these graduates have struggled to obtain full time employment after completing their internships. |
| A region that values the safety, health and quality of life of its people | <ul style="list-style-type: none"> Sustainable human settlements | <ul style="list-style-type: none"> To ensure sustainable human settlements, the municipality will in the next financial year review its Housing Sector Plan which was developed in 2008 |
| Developing functional physical infrastructure that can support a growing economy | <ul style="list-style-type: none"> Development of Information Communication Technology | <ul style="list-style-type: none"> The municipality has an ICT Governance Framework aimed at the provision of information and communications technology infrastructure to support the institutional and municipal growth and development needs. |
| Managing resources effectively to reduce impact on the environment | <ul style="list-style-type: none"> Increase productive use of land Manage pressures on biodiversity in growth and development activities Adapt to climate change | <ul style="list-style-type: none"> To increase productive use of land, the municipality will be reviewing its Strategic Environmental Assessment whilst also building capacity of its employees for managing pressures on biodiversity. Through the Central KZN Climate Change Compact, an MOU will be prepared between uMngeni, UMDM and Ethekwini Metro to assist |

| Goals | Objectives | Municipal Response |
|--|---|---|
| | | with the climate change strategy of the municipality. |
| A region that promotes innovative governance solutions and people that work together | <ul style="list-style-type: none"> Strengthen strategy, policy coordination and IGR Build government capacity Eradicate fraud and corruption Promote participative, facilitative and accountable governance | <ul style="list-style-type: none"> The municipality continuously participate in all government IGR structures to ensure alignment of all government and private sector programmes. The Workplace Skills Plan is the municipality's tool to enhance and build capacity of its employees. As per recommendations by the MEC on the last IDP Assessment, the municipality will be developing a Fraud and Corruption Strategy The municipality has in place a Communication Strategy that seeks to promote participative and accountable governance |
| Creating functional and efficient spatial systems | <ul style="list-style-type: none"> Actively promote spatial concentrations and coordination of development interventions | <ul style="list-style-type: none"> The Spatial Development Framework of the municipality seeks to promote spatial concentrations and coordination of development interventions. For example, the proposed R617 Mpophomeni to Howick Mixed Use Development Corridor will be developed on targeting areas |

| Goals | Objectives | Municipal Response |
|-------|---|--|
| | <ul style="list-style-type: none"> Facilitate integrated land management and spatial planning. | <p>identified for industrial, mixed use and social activity.</p> <ul style="list-style-type: none"> The municipality has recently developed a municipal wide scheme covering the urban areas and those approved through the DFA in order to regulate land use management. The scheme also covers areas under the Ingonyama Trust Board. A forum has been set up between the Ingonyama Trust Board and the municipality to effectively facilitate land development in those areas. |

Monitoring & Evaluation (M&E) Frameworks

The M & E Framework is the overarching policy framework for monitoring and evaluation in the South Africa Government. It also provides a section on principles which guide future implementation initiatives. The policy framework is applicable to all entities in the national, provincial and local spheres of government.

In response to the national mandate for monitoring and evaluation, the performance management system is the municipal model that provides a framework for which the aspects of performance in measured and managed. The municipality's Performance Management System (PMS) process includes performance plans for S56/57 Managers, scorecard which is a three-year plan aligned to the approved IDP and Budget. The Service Delivery and Budget Implementation Plan is a one-year monitoring and evaluation tool that's also aligned to the IDP and Budget. The following principles inform and guide the review and implementation of the uMngeni Municipality's PMS:

- **Simplicity** – the system must be a simple user-friendly system that enables the municipality to drive it with its existing resources and with involvement of external stakeholders.
- **Politically driven** – Legislation requires that PMS promote a culture of performance management in political structures. It further states that Council must manage the development of PMS and assign responsibility in this regard to the Municipal Manager. Once developed, council must adopt the PMS.
- **Incremental implementation** – One of the most important lesson learnt by municipalities that have developed and implemented successful PMS is that it is an incremental process. Highlighted as key factor is to start measuring and reporting performance and not to carry on developing the best system but rather start with a basic system, implement it and then improve it incrementally. In practice it is only possible to move gradually towards a high performance organisation.
- **Transparency and accountability** – The process of managing performance should be inclusive, open and transparent. Citizens should know how departments within the municipality are run, how resources are spent and who oversees services. Similarly, all information on the performance of departments should be available for other managers, employees, the public and interested groups.
- **Integration** – The PMS should be integrated into other management processes in the municipality, such that it becomes a tool for more efficient and effective management rather than an additional reporting burden. It should be a central tool for managing affairs of the municipality.
- **Objectivity** – Performance management must be founded on objectivity and credibility. Both the process of managing performance and the information on which it relies on need to be objective and credible.

2018 State of the Nation Address

The fifth president of our democratic state, in his maiden State of the Nation Address delivered the following issues that must be tackled by government to address a variety of challenges facing the country. The following are issues that should be addressed and applied by the municipality:

- As we pursue higher levels of economic growth and investment, we need to take additional measure to reduce poverty and meet the needs of the unemployed;
- Get social partners in our country to collaborate in building a social compact on which we will create drivers of economic recovery;

- Convene a Jobs Summit within the next few months to align the efforts of every sector and every stakeholder behind the imperative of job creation. The summit will look at what needs to be done to ensure the economy grows and become more productive, companies invest on a far greater scale, workers are better equipped, and the economic infrastructure is expanded;
- Encourage significant new investments in the economy;
- Organize an Investment Conference in the next three months (March-May 2018) targeting both domestic and international investors, to market the compelling investment opportunities to be found in our country;
- Promote investment in key manufacturing sectors through the strategic use of incentives and other measures;
- Forge ahead with the localisation programme, through which products like textile, clothing, furniture, rail rolling stock and water meters are designated for local procurement;
- Improve capacity to support black professionals, deal decisively with companies that resist transformation by use competition policy to open markets up to new black entrants and invest in the development of businesses in townships and rural areas
- Improve the position of black women and communities in the economy, ensuring that they are owners, managers, producers and financiers;
- Draw young people in far greater numbers into productive economic activity through programmes such as the Employment Tax Incentive;
- The Youth Employment Service Initiative, which will place unemployed youth in paid internships in companies across the economy will be launched. Working with partners to create 1 million internships in the next three years (2019-2021);
- Establish a Youth Working Group that is representative of all young South Africans to ensure that the policies and programmes advance their interests;
- Invest in infrastructure;
- Work with mining companies, unions and communities to grow the sector, attract new investment, create jobs and set the industry on a new path for transformation and sustainability;
- Grow small businesses by working with social partners to build a small business support ecosystem that assists, nourishes and promotes entrepreneurs;
- Small Enterprise Finance Agency (SEFA) has launched a scheme to develop and fund entrepreneurs with disabilities called the Amavulandlela Funding Scheme;
- Accelerate land redistribution programme, not only to redress a historical injustice but also to bring more producers into the agricultural sector and to make more land available for cultivation;

- Enhance support for destination marketing in key tourism markets and take further measure to reduce regulatory barriers and develop emerging tourism businesses;
- Everyone in the country must use water sparingly;
- Scaling up the HIV/AIDS testing and treating campaign, an additional two million people on antiretroviral treatment by December 2020;
- Community Policing Strategy will be implemented with the aim of gaining the trust of the community and to secure their full involvement in the fight against crime, as well as, the Youth Crime Prevention Strategy will empower and support young people to be self-sufficient and become involved in crime fighting initiatives;
- In recognizing the critical role that NGOs and CBOs play in tackling poverty, inequality and related social problems, a Social Sector Summit will be convened during this year;
- Appoint people with expertise, experience and integrity to serve in vital positions;
- Everyone in the public service should undertake their responsibilities with efficiency, diligence and integrity.

2018 KZN State of the Province Address

In the Premier's 2018 State of the Province Address, the following issues were outlined as important areas to be addressed and applied in the province:

- Expanded Public Works Programme, government-led job creation programme provides an important bridging opportunity for new entrants to the labour market through experiential work opportunities for in-service training to enable members of the marginalized communities, in particular women and the youth, to prepare themselves for real, meaningful and sustainable employment;
- Preparing the youth to become not only employed but also responsible, proud and active citizens by involving them in the Sustainable National Youth Service project which will focus on the maintenance of government facilities;
- Fund youth business developments through the Youth Development Fund;
- Undertake a skills audit to determine the skills shortage in key areas and establish a database of graduates for employers to access;
- To deal with drought, communities will have to be educated about the changes in climate and guided with regards to which crops to focus on that will produce a great yield;
- Transparent and accessible municipal officials and involve people and at the grassroots level in developments that will affect them;
- An Agricultural Summit will be convened in 2018 to involve all stakeholders in the sector to identify challenges and seek solutions on how best to support emerging farmers to

use their land productively, growing a shared economy, creating employment and securing food for the nation;

- Appropriately zone and service land to be readily available to attract investors in the manufacturing sector;
- Focus on the key drivers and sectors of the economy of KZN and increasing access to new entrants in a manner that will create employment (invest in growing the Agric. sector of the Province to improve food security and create opportunities for emerging farmers in the form of business and environmental awareness trainings as well as providing funds for them to be able to get productive land);
- Strengthen the agricultural sector by expanding its strong linkages with the manufacturing sector and refocusing the Agri-Village Programme (gradually shift from selling raw produce to selling and exporting processed produce);
- Aim to achieve positive outcomes through the Radical Economic Transformation Programme in 2018, focusing on Operation Vula, which includes inter alia the Radical Agrarian Socio-Economic Transformation (RASET) and the Black Industrialist Programmes;
- Ward based approach to attend to matter related to communities via Operation Sukuma Sakhe;
- Link Poverty Eradication and the Radical Agrarian Socio-Economic Transformation Programme (RASET) with Operation Sukuma Sakhe (OSS) to ensure there is an integrated, targeted and effective service delivery approach to prioritise the most impoverished wards and households in a structured manner;
- Implement prevention programmes to reduce HIV infections and fight TB among adolescent girls, young women and vulnerable populations to improve the quality of their lives;
- Host a Land Summit in 2018 to engage relevant stakeholders and role-players on matters of land management and land utilization as it applies to our province;
- Establishment of a Community Complaints and Instability Rapid Response Unit tasked with the responsibility of receiving complaints related to political related murders, taxi violence, murders in hostels, farm murders, faction fights in traditional communities and public protests which have exposed citizens of this Province to enormous sorrow, grief, loss, displacements and several other crimes;
- Volunteer Crime Prevention Programme enhancing community participation in crime prevention processes with a small stipend;
- Implement a Social Cohesion and Moral Regeneration Programme with Traditional and Religious Leaders;
- Expand and maintain infrastructure required for both social and economic development;

- We will improve our ability to facilitate the coordination of infrastructure delivery and monitor progress made with Strategic Integrated Projects of the Presidential Infrastructure Coordinating Commission (PICC) through the Provincial Infrastructure Master Plan and a process of registering and monitoring the implementation of Catalytic Projects. Allocate an appropriate portion of the budget to the development, operation and adequate maintenance to extend the lifespan of these strategic assets;
- Review the development of the multi-Nodal hubs throughout the Province, but the N3 Corridor. Create infrastructure to direct the use of modes of transport through strategic nodal development along this Corridor, driven by sound market incentives and sound freight and logistics principles;
- Consider alternative funding models to be able to have the Broadband Programme implemented;
- Remain committed to honour the climate change resolutions emanating from various COP agreements and pursue a green growth path and embrace the green economy by involving all interested and affected parties and environmental stakeholders and maintain a balance between development and conservation, as well as to focus on opportunities in the green economy;
- Apply a zero-tolerance approach in dealing with those who are found guilty of fraud and corruption, unauthorized, irregular, fruitless, wasteful expenditure;
- Promote spatial equity and integrated land use management towards balanced urban and rural development;
- Emphasize the need for sustainable rural development and using the concept of the Inkululeko approach to precinct planning and focusing on an all-inclusive, integrated and well-coordinated development model within a geographical area;
- Develop skills to become active participants in this economy by developing community members through short training programmes.

The municipality working together with other government sectors and relevant stakeholders will strive to prioritise premier's call on focusing on the issues outlined above.

Sustainable Development Goals

The Sustainable Development Goals (SDGs) are eight international development goals that all 192 United Nations member states have agreed to achieve by the year 2030. The aim of the SDGs is to encourage development by improving social and economic conditions. It provides a framework for the entire international community to work together towards a common end i.e. making sure that human development reaches everyone, everywhere. The SDGs focus on three main areas of human development viz. bolstering human capital, improving infrastructure and increasing social, economic and political rights. If these goals are achieved,

world poverty will be reduced, lives will be saved, and people will have the opportunity to benefit from the global economy. Below is a list of the SDGs applied and addressed in the municipality:

Goal 1: Eradicate extreme poverty and hunger - The South African government overarching policy in addressing SDG 1 is through the provision of a social wage package intended to reduce the cost of living for the poor. Social wages in South Africa are packaged in different targeted forms. In the list of these are the following: free primary health care; no-fee paying schools; social grants, housing, provision of free basic services. The municipality has made significant strides in addressing SDG 1 when the above-mentioned issues are put taken into consideration. Most people in the different wards have access to primary health care however this still needs to be improved upon especially in the rural parts of the municipality. The municipality has since 2001 made progress in coordinating the provision of housing and provision of free basic services to its communities. More people have access to housing and the backlogs to basic services have significantly decreased.

Goal 2: Achieve universal primary education - To achieve universal primary education within the municipality, the Department of Education has allocated several primary and secondary schools which also allows for the implementation of compulsory schooling.

Goal 3: Promote gender equality and empower women - The municipality is seeking to facilitate gender equity while dealing with gender related issues. This will be done by developing a plan for local programmes and implementation of such plan will require engagements with the different stakeholders from all sectors within the municipality.

Goal 4: Reduce child mortality - There is no available data at a municipal level that indicates the reduction in child mortality however the data at a district level indicates a reduction in this SDG 4. It is difficult to make assumptions for this municipality but considering the availability of a quality and efficient health system in place, one can assume that there has been a reduction in child mortality.

Goal 5: Improve maternal health - Achieving this goal within the municipality is underpinned by the Department of Health extensive policy initiatives aimed at reducing maternal mortality and improving the quality of health care throughout the health care systems. The department is visible within the municipality to ensure that there is improvement in maternal health.

Goal 6: Combat HIV/AIDS, malaria and other diseases - According to the latest data from Stats SA, HIV prevalence in the uMgungundlovu District increased from 11.7% in 2002 to 15.8% in 2008. In order to address this epidemic within the municipality, an HIV and AIDS Strategy has been developed to guide all stakeholders and role players in their efforts to implement a

systematic response to the issue within the uMngeni jurisdiction. A Local AIDS Council is also in place to ensure continued combating of the HIV/AIDS disease. Other disease like tuberculosis which is the leading cause of death in the district are being tackled in collaboration with the Department of Health.

Goal 7: Ensure environmental sustainability - Environmental sustainability is a pre-requisite for sustainable development and poverty alleviation. In South Africa major improvements have been recorded through addressing poverty and inequality by dedicated service delivery programmes relating to basic service provision to the poor. The municipality has not been an exception to this. The access to basic services has been significantly improved within uMngeni Municipality with 95% of households having access to water, 89% with access to electricity and 84% with access to proper sanitation.

Goal 8: Develop a global partnership for development – This goal focuses on the international development agenda. Effectively, SDG 8 reinforces and supports the achievement of the seven other SDGs. The targets and indicators, if achieved, put in place sound economic policies, good governance, wider dispersion and development of new technologies especially in the Information and Communication Technology sector, the promotion of international trade and increased resources for development assistance. SDG 8 acknowledges the importance of international commitments by both developed and developing countries in ensuring a convergence in priorities and achievements, in the context of increasingly globalized, interdependent economies.

To affect change through this global vision, the municipality will seek to localize some of the sustainable development goal indicators to inform the plan of the municipality towards the 2036 vision.

Medium Term Strategic Framework

This Medium Term Strategic Framework (MTSF) is government's strategic plan for the 2014-2019 electoral term. It reflects the commitments made in the election manifesto of the governing party including the commitment to implement the NDP. The MTSF sets out the actions government will take and targets to be achieved. It also provides a framework for the other plans of national, provincial and local government. The 2014-2019 electoral mandate focused on eight priority issues however the following have been addressed and applied in the uMngeni Municipality since 2014:

- **Radical economic transformation, rapid economic growth and job creation** – As part of promoting radical economic transformation, the municipality has as part of it SCM Policy recommended that 30% of all major contract work must be sub-contracted to small contractors. To boost rapid economic growth and job creation, the municipality

is empowering SMMEs through capacity building programmes with an understating that job creation can be accelerated.

- **Rural development, land and agrarian reform and food security** – Even though the municipality is dominated by private farmlands, there are initiatives to reform the agricultural sector with the introduction of the Agri-Parks which is aimed at providing opportunities for emerging farmers. The UMDM Rural Development Strategy has been developed and outlines strategies for rural development in the district which the municipality is an integral part of.
- **Ensuring access to adequate human settlements and quality basic services** – The municipality has made significant strides in the provision of adequate human settlement and quality basic services. This is evidence in the provision of housing projects initiated by government and the private sector. As demonstrated on data contained elsewhere in this document, the municipal backlogs in terms of provision of basic services in electricity, water and sanitation has been decreasing since 2001.
- **Fighting corruption and crime** – As previously mentioned, the municipality will be fighting institutional corruption by developing an Ant-Fraud and Corruption Strategy in order to maintain good governance. Consequence management has been applied in cases of wrong doing by the municipal officials. The municipality has through the various IGR structures has started to have working relationship with SAPS to combat crime in the area as there have been crime related matters reported by community members.
- **Social cohesion and nation building** – In order to bolster social cohesion and nation building, various sports, arts and culture programmes are being coordinated i.e. the Mandela Marathon, Midmar Mile and many more.

14 National Outcomes

The 14 government outcomes adopted by Cabinet are as follows:

- Improve the quality of basic education
- Improve health and life expectancy
- All people in South Africa protected and feel safe
- Decent employment through inclusive economic growth
- A skilled and capable workforce to support inclusive growth
- An efficient, competitive and responsive economic infrastructure network
- Vibrant, equitable and sustainable rural communities and food security
- Sustainable human settlements and improved quality of household life

- A responsive and accountable, effective and efficient local government system
- Protection and enhancement of environmental assets and natural resources
- A better South Africa, a better and safer Africa and world
- A Development-orientated public service and inclusive citizenship.

The municipality in developing its IDP goals, objectives and strategic focus areas has taken great consideration of the government outcomes. The outcomes approach as a strategic approach to achieving the 14 government outcomes at the municipal level still requires much improvement. In order to transform the municipality, outcomes-based thinking will be an approach used in the strategic planning process.

Back to Basics

At the Presidential Local Government Summit, the Back to Basics Strategy was presented where DCOGTA undertook a review of South Africa's 278 municipalities.

The Back to Basics programme is designed to ensure that all municipalities perform their basic responsibilities and functions without compromise. The programme is built on 5 pillars:

- Putting people and their concerns first;
- Demonstrating good governance and administration;
- Delivering municipal services;
- Sound financial management and accounting; and
- Sound institutional and administrative capabilities.

The Back to Basics approach institutionalises a performance management system that will recognize and reward good performance and ensure sufficient consequences and appropriate support for under performance. The approach will integrate information on municipalities and ensure that the current challenges in the local government sphere, in the short and medium term specifically, are addressed. (*Circular No: 47/2014*)

Over and above this, municipalities will be required each month to submit information to the Minister for COGTA to assess performance in this regard. Provision of this information will result in intervention measures being employed by the Minister on areas where municipalities are facing challenges.

At the Presidential Local Government Summit where the Back to Basics Strategy was presented, DCOGTA undertook a review of South Africa's 278 municipalities. Based on the performance indicators the level of performance of municipalities were confirmed and classified according to which category they belong. Municipalities were categorised either functional, challenged or requiring intervention. The uMngeni Municipality was categorised as challenged in the categorization process that included the following:

- Most of administrative positions filled by incompetent staff
- Some form of political
- Some critical positions not filled
- Poor expenditure of capital budgets
- Poor records keeping
- Low collection rates (less than 50%)
- Mainly qualified audit outcomes
- Significant mismatch between Plans and Budgets

On the basis of the above the municipality has made strides to improve on these critical areas. The following outlines interventions by the municipality in the above-mentioned areas:

Some form of political stability – All meetings of the municipality sit without hindrances with robust participation in all Council meetings and meetings undertaken by the committees of Council as well as other subcommittees. There is political will to see the municipality succeed spearheaded by the ruling party and the engagements between the political leadership and the administration further attests to the stability.

Most of administrative positions filled by incompetent staff – most of the administrative positions have qualified staff who can provide effective administrative functioning of the municipality. This is particularly evident at senior and middle management level.

Some critical positions not filled – The municipality has previously had issues with the filling of critical positions especially in Finance Services, Community Services, Technical Services and the Office of the Municipal Manager. The filling of positions for Heads of Departments has been of most concern for the municipality in the departments of Finance Services, Community Services and the Office of the Municipal Manager however all heads of departments have since been appointed. The Accounting Officer is currently on an acting capacity and the post has been advertised for recruitment purposes. Filling of vacancies in the Technical Services department has been prioritised in the next Budget mainly because the department plays a significant role in service delivery which also becomes important to respond to the Back to Basics approach.

Poor expenditure of capital budgets – The municipality will need to make improvements in the expenditure of MIG allocations because lack of spending has a negative impact on service delivery.

Poor records keeping – As a response to poor records the municipality is rolling out the Electronic Document Management System.

Low collection rates (less than 50%) – The municipality currently has a collection rate of 88% and strives to increase that through the development of a Revenue Strategy which is a municipal strategic response for increased revenue collection and ensuring that all municipal revenue is accounted for.

Mainly qualified audit outcomes – The municipality has for the current term of council not received any qualified audit outcome but rather unqualified audit outcomes with matters. A clean audit outcome remains a priority for the municipality.

Significant mismatch between Plans and Budgets - To reach alignment between municipal plans and budget, there has been better inter departmental engagement especially with regards to the IDP and Budget.

The municipality has been providing information to COGTA in the required template on a monthly and quarterly basis to provide progress made thus far since the launch of Back to Basics.

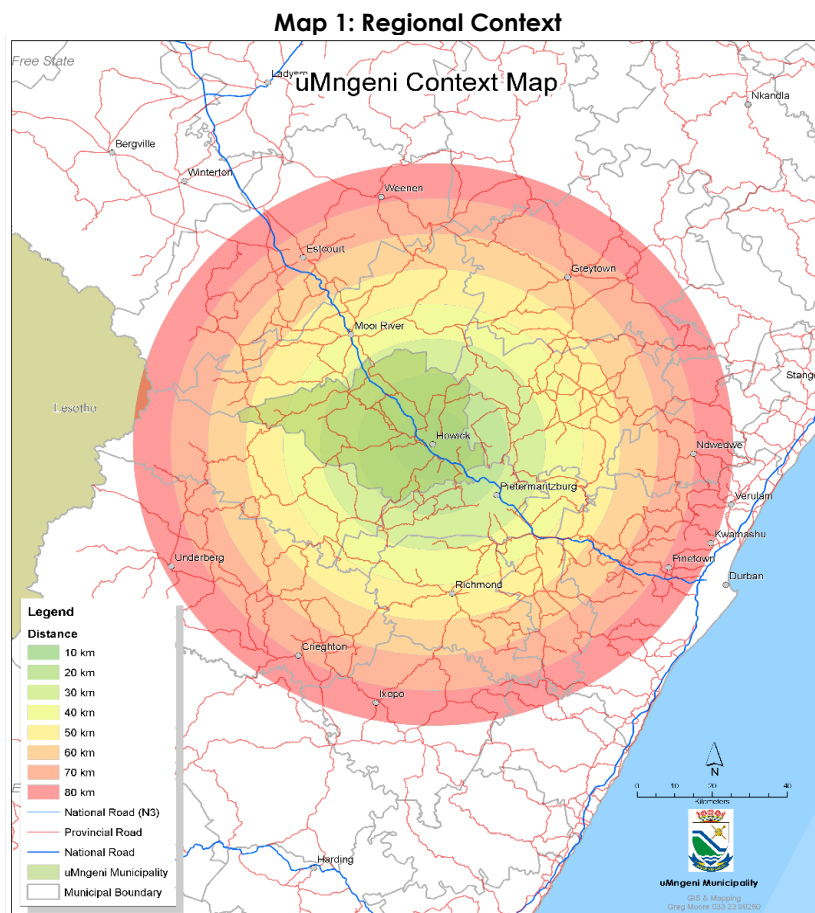
CHAPTER C – SITUATIONAL ANALYSIS

As prescribed in Chapter 5 Section 26 (b) of the Municipal Systems Act (Act No. 32 of 200), an Integrated Development Plan must amongst other things reflect an assessment of the existing levels of development in the municipality which, must include an identification of communities which do not have access to basic municipal services. Stats SA has been utilised as the main source of data in the analysis of the current municipal situation.

1. SPATIAL ANALYSIS

1.1 Regional Context

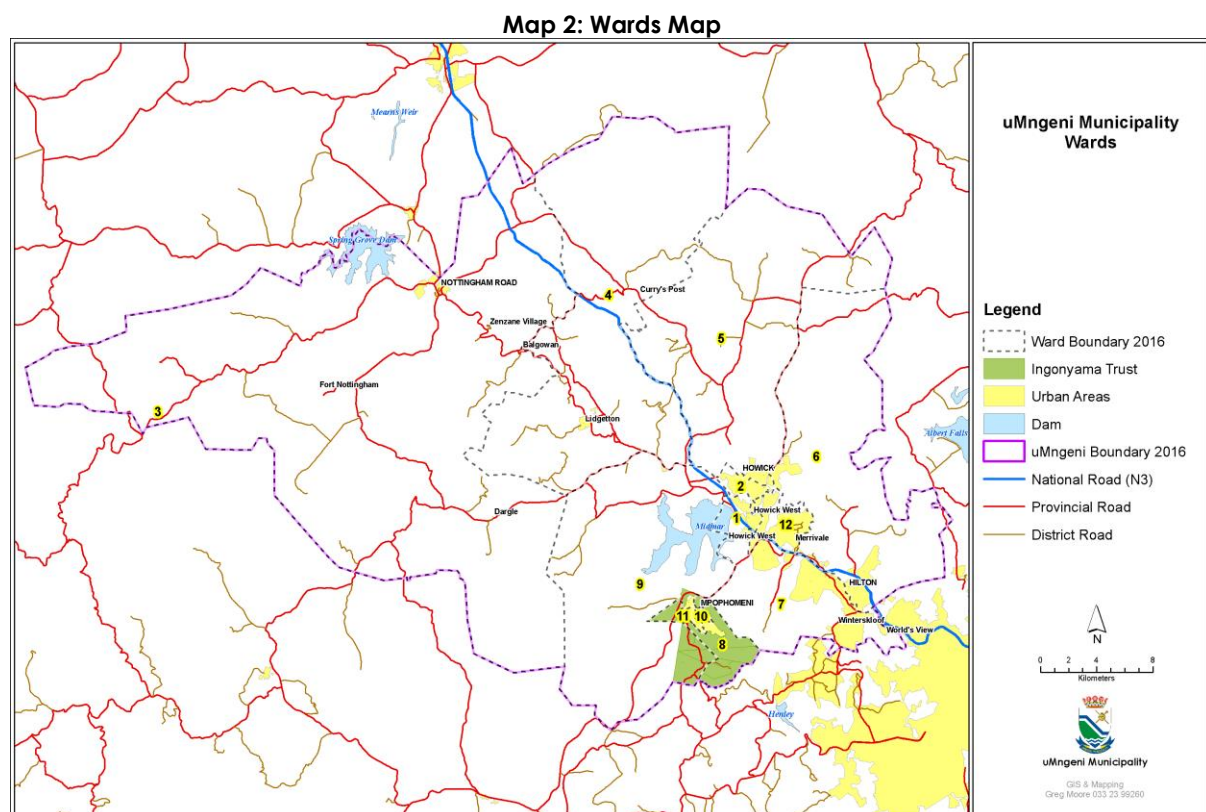
The uMngeni Municipality is one of seven municipality located within the uMgungundlovu District Municipality and is geographically located at the centre of KwaZulu-Natal. It is situated within 30km from Pietermaritzburg which is the main urban centre of uMgungundlovu District and the Capital City of KwaZulu-Natal. With its central location, the municipality shares a boundary with Impendle Municipality to the south west, to the north is Mpofana Municipality and to the south east is Msunduzi Municipality whilst to the east is uMshwathi Municipality. To the west are the former District Management Areas of the Drakensberg that fall under the Transfrontier Development Initiative related to the World Heritage Site.



The N3, being of national and regional importance provides a direct linkage to the primary economic nodes of Durban and Gauteng allowing for ease of trade, industrial and transportation activity.

1.2 Administrative Entities

The municipality comprises of twelve wards which cover areas that are urban, semi-urban to rural in nature. Areas such as Howick, Merrivale, Mpophomeni, Hilton and Worlds View are urban in nature with areas such as Lidgetton and Nottingham Road being semi-urban and the rest of the municipality being rural areas which are predominately privately-owned farms. Howick which is located within ward 2 is the main urban centre of the municipality and is also the administrative seat of the municipality. The municipality also has some land parcels under Ingonyama Trust which coincidentally is surrounded by the Mpophomeni Township.



1.3 Structuring Elements

The municipality is structurally bisected by two features which is the national road (N3) and uMgeni River. Due to the apartheid planning model, the settlement pattern in the municipality is fragmented with the main settlement of Mpophomeni situated away from the commercial hub of Howick and to a certain extent Hilton.

Other structuring elements includes:

- The strategic location of the municipality on the N3, provides high level of accessibility between major urban centres and adjacent provinces;
- High potential agricultural land which is the primary resource supporting the highly developed commercial agriculture sector;
- The two existing urban Nodes of Howick, Mpophomeni and Hilton which are concentrated in the south-eastern corner of the municipality;
- Secondary settlements which are located mainly along or near the R103;
- The strategic location of the municipality along major tourism routes towards the Drakensberg promoting a well-developed functional tourism industry;
- High quality recreation resources e.g. Midmar Dam, Albert Falls, Karkloof Falls, scenic routes;
- Relatively low levels of access to urban services and facilities for some rural communities;
- Relatively low levels of participation in the local economy by low income communities;
- Extensive area of indigenous vegetation and water courses, requiring careful environmental management.

1.4 Existing Nodes and Corridors

Existing Nodes

As per the municipal SDF, the municipality consists of the following hierarchy of nodes:

Primary Node – The function of this node is for the distribution and coordination point whilst also servicing a high level of goods and services. The primary urban management area incorporates the following areas:

- Howick, Merrivale and surrounding smallholdings;
- Hilton;
- Winterkloof;
- Cedara;
- Worlds View

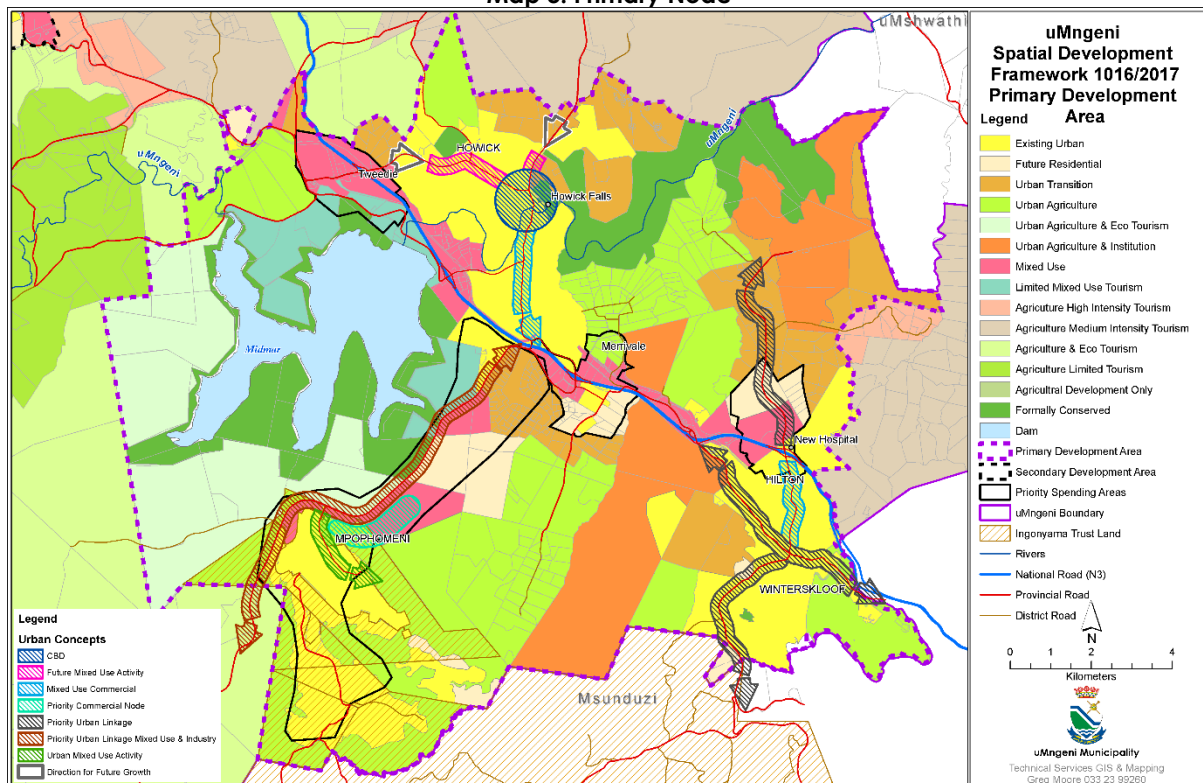
These areas are largely urban in nature and incorporates the major economic and administrative activities. It also accommodates the municipal offices, provincial departments, major schools, police stations, a magistrate court and a large variety of commercial and retail outlets.

The three residential nodes are separated by farms and smallholdings but linked by the Primary Transportation Route (N3) and the Boston Bulwer Road (R617), providing a high degree of

accessibility. It is recommended in the uMngeni SDF that the concept of a mixed-use corridor be employed to link Howick and Mpophomeni. The emphasis is on providing a growth of mixed usage between separate parts of the urban area created by apartheid planning policies. More detailed planning of the corridor in the form of a local area development plan needs to be undertaken, considering the proximity of Midmar Dam and issues such as water quality, landscape quality and compatibility with tourism objectives.

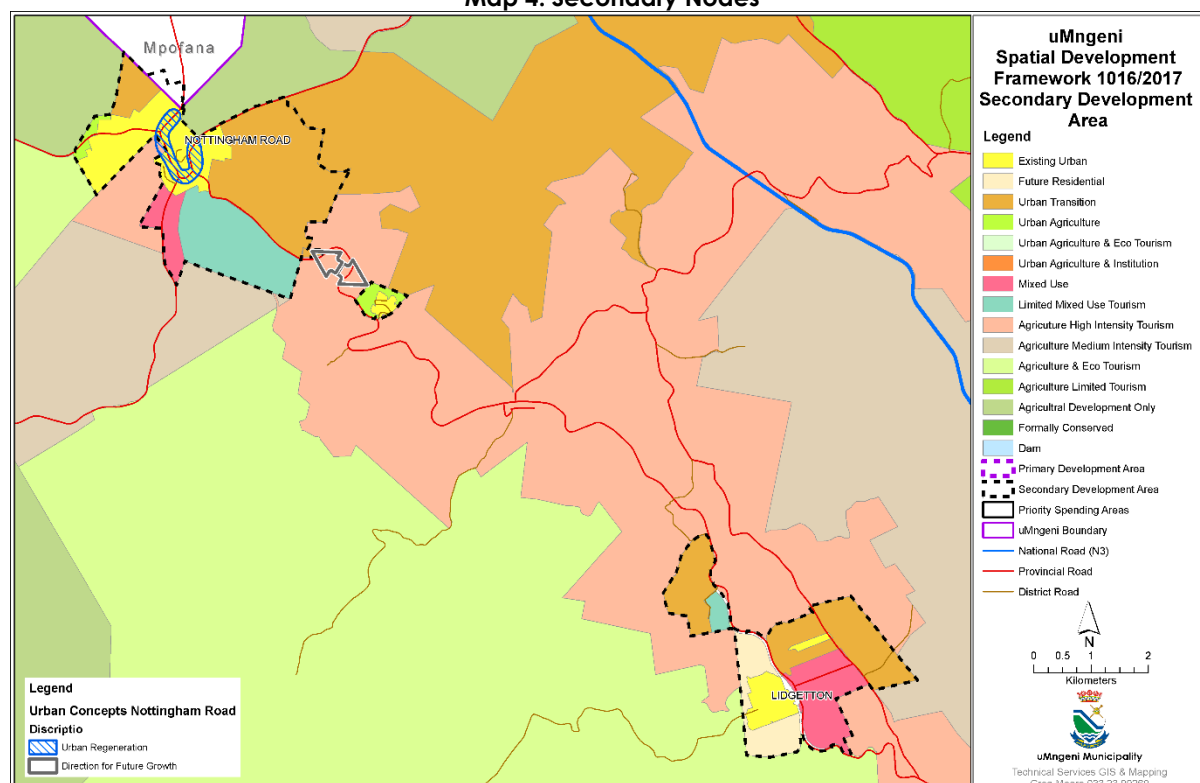
Midmar Dam is a hugely underutilized recreation and tourist resource, which in future will serve as the green core and be an integral part of the urban area. Its primary function is obviously to continue providing high quality water to the downstream urban areas and Metropolitan Durban, but its recreation and tourism usage can be significantly enhanced without having a detrimental effect on its primary function. This will require a strategic and well-informed plan and inter-governmental consensus with regard to integrated planning, development and optimum resource usage.

Map 3: Primary Node



Secondary Node - These areas play an important role as medium order level of goods and services. The areas of Nottingham Road and Hilton have been identified as Secondary Nodes because these areas have attained a certain level of development in relation to commercial and social services.

Map 4: Secondary Nodes



Tertiary Node – This node provides for low order level of goods and services as compared to the secondary node. The type of services rendered include police station, community policing forum, community health centre, schools, community halls, and comprehensive sport facility, local commercial and industrial centre. Mpophomeni has been identified as a tertiary node.

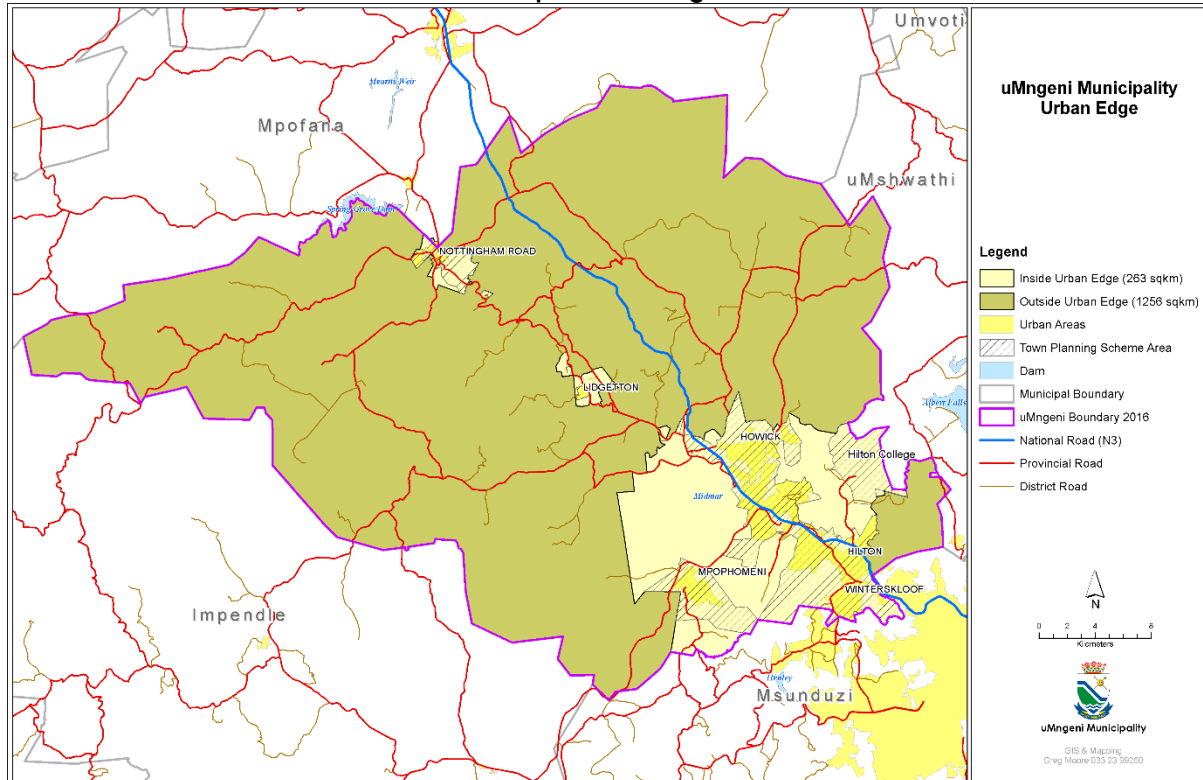
Rural Service Node – This node serves as a convenient service to the village community of Lidgetton and Curry's post with the type of services rendered includes satellite police station, community policing forum, clinic, schools, community halls, basic sport facility, local commercial and industrial centre.

Long Term Future Node – The area of Karkloof has been identified as Long-Term Future Node with the aim of providing convenient services to the community with a requirement of services such mobile clinic, schools, MPCC, basic sport facility, shops and workshops.

Urban Edge – The urban edges have incorporated the existing built areas which are mostly covered by the Urban Planning Schemes of the municipality. These edges have also incorporated important land parcels that will act the role for infill development requirements and expansion of existing urban areas. The important environmental management areas have also been incorporated for proper management against urban conurbation in areas such as Midmar Dam and Howick Falls. There are three urban edges that have been identified within uMngeni Municipal area and these cover the following:

- Howick, Hilton and Mpophomeni Urban Complex;
- Nottingham Road, Lidgetton and Zenzele Urban Complex and Lidgetton

Map 5: Urban Edge



Existing Corridors

Development corridors in the municipality occur at different scales depending on function and categorization of the transportation route that forms the basis of the corridor. They carry the flow of people and trade between two points (origin and destination) and encourages nodal development at strategic point. Corridors constitute an effective form of decentralization and enables larger and smaller activities to form a relationship.

Provincial Corridor N3: This identified corridor has been identified given its national and regional importance. It provides a direct linkage to the primary economic nodes of Durban and Gauteng allowing for ease of trade, industrial and transportation activity.

Primary Corridor R617: The rationale for Primary Corridors as provided in the District SDF indicates that these corridors provide the major linkages with the adjoining Districts to the north, south and east. In some cases, these routes serve as alternative routes to the major National routes. The primary function of these corridors is long distance traffic movement, but development should be encouraged at appropriate locations along the corridors.

Secondary Tourism Corridor R103: These corridors link nodes inside the Municipality, and provide linkages with external nodes. In the case of the R103, it serves as both an established tourist route and an alternative route to the N3, which is problematic. During a disturbance on the N3 usually traffic is diverted to the R103 which causes stress to the tourist route as you would have much more traffic than desired for tourism purposes.

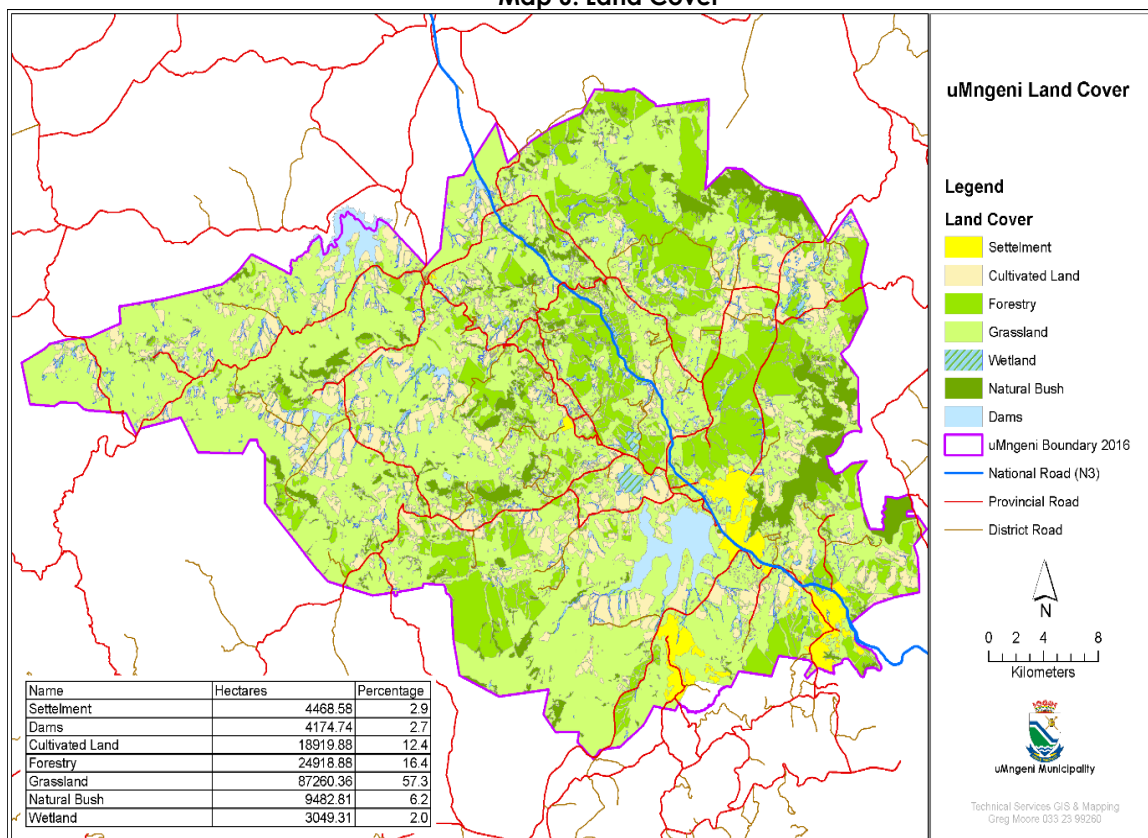
Tertiary Tourism Corridor: One of the main objectives of this corridor is to spread the successful development of the Midlands Meander to other areas with tourism potential.

1.5 Land Cover and Broad Land Uses

Land Cover

The municipal area is mostly covered by grassland which amount to over 57 percent of the land area. Forestry and cultivated land have the second and third highest land with almost 16 percent for forestry and just over 12 percent for cultivated land respectively. The settlement areas cover 2.91 percent of the land area and the rest is covered by water resources and natural bush.

Map 6: Land Cover

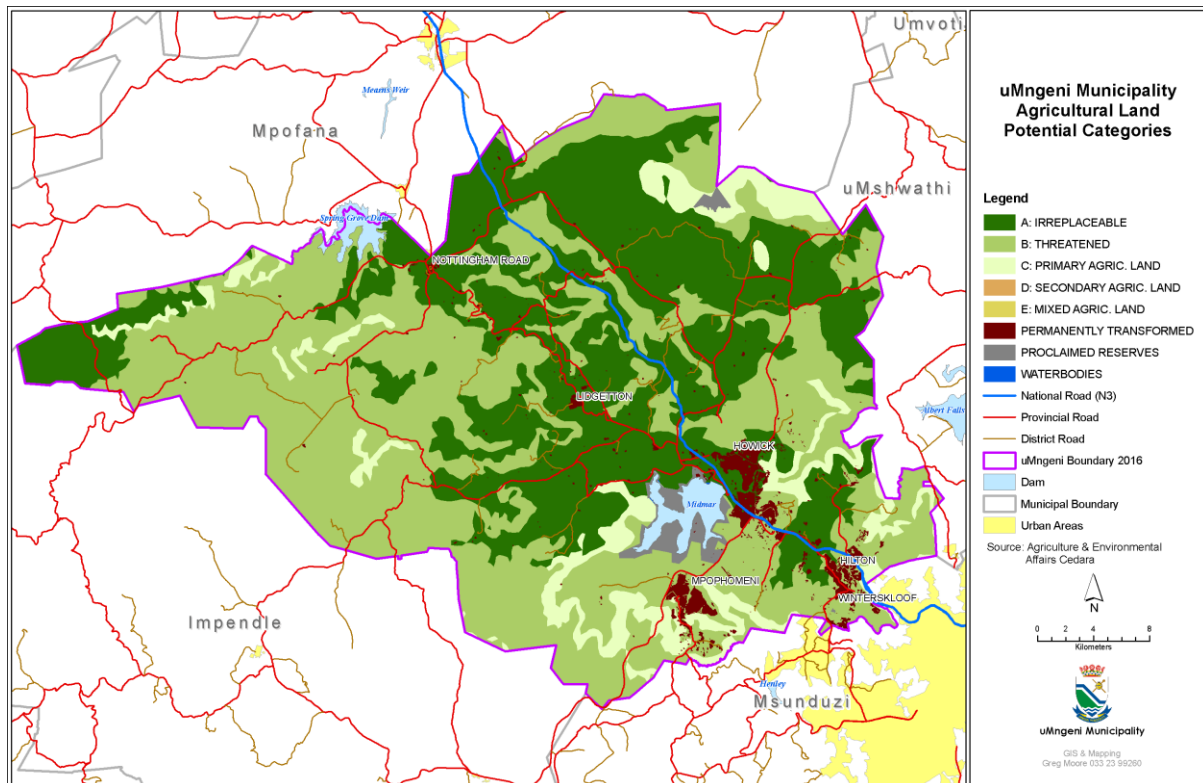


In terms of land uses, the area of the municipality is mostly covered by grasslands, forestry, and cultivation of land, indigenous bush, settlements, wetlands and dams in order of hectares used. The dominant land uses are cultivation of land through agriculture and settlements respectively as depicted on Map 7. The broad land use pattern found in the municipality includes urban towns and surrounding suburbs, tourism activities, tourism farms, commercial agriculture and conservation and environmentally sensitive areas. These are further elaborated upon in the Annexed SDF.



The uMngeni Municipality can be classified as a municipality with relatively high agricultural potential however with significant portions of land classified as either irreplaceable or threatened. The threat stems from the high demand for tourism related activities especially along the R103 from Howick to Nottingham Road which is identified in the municipal SDF as a tourist routes. This high tourist demand has also resulted in high numbers of subdivisions that have occurred over the years leading to more loss of good agricultural land. In areas where subdivisions have been identified, this has been linked to tourism development as farmers supplement agricultural practices with tourism given the municipalities location within the Midlands Meander.

Map 8: Agricultural Potential



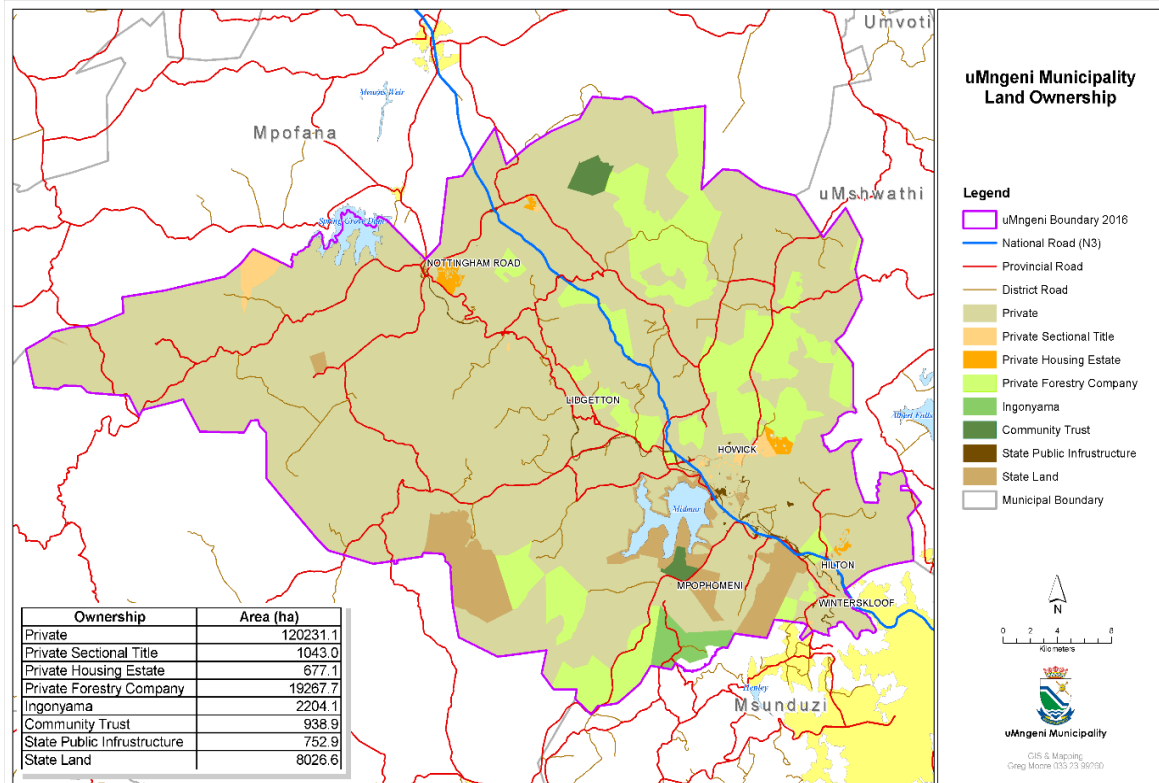
1.6 Land Ownership

The question of land ownership in South Africa is currently a major discussion given the current land expropriation without compensation debate which is entrenched in ensuring access to land for the majority of South Africans especially the poor.

According to the Land Audit Report published by the Department of Rural Development and Land Reform, South Africa since the dawn of democracy has had no official information on land ownership according to race, gender and nationality. This report was necessitated by the need to show who owns land in South Africa and to track progress of land reform to fulfil section 25 (5) of the Constitution to enable citizens access to land on equitable racial and gender basis. The data on land ownership based on race and gender for the uMngeni Municipality however is currently not available.

In terms of the available data, the municipality land ownership patterns are defined in terms of broad categories classified into eight classes as reflected on Map 9. Most of the land ownership is private land (at 120 231ha) followed by private forestry companies (at 19267.7ha) and the private housing estate (at 677.1ha) having the least of the share. The private housing estate has been growing at a significant rate within the municipality and mainly housing older people who have retired. State land and state public infrastructure account for 8779 ha of land.

Map 9: Land Ownership



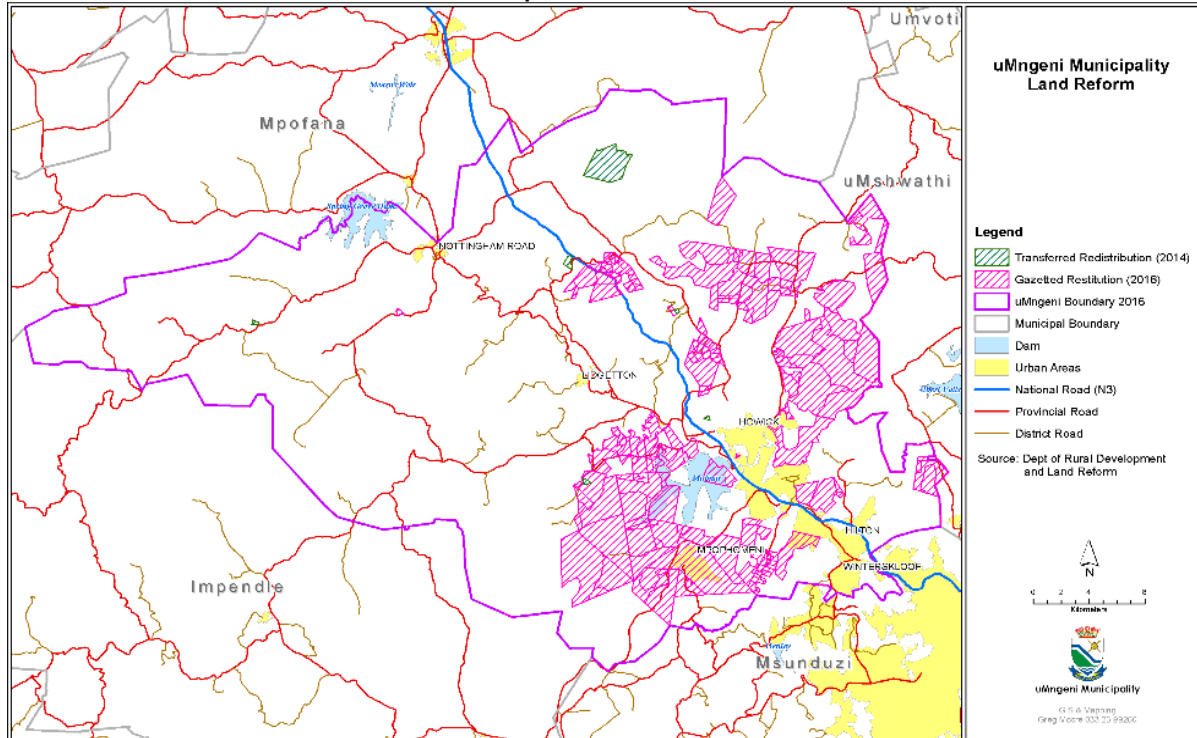
1.7 Land Reform

Land Reform is not just another social transfer where benefitting citizens receive government largesse. It is and should be autonomy-fostering service delivery. This view of land reform projects service delivery as a key site at which the assumptions and stigmas associated with vulnerability in our society may be challenged and the appropriate resources for developing the capacity for autonomy provided. Service delivery via land reform should play an important role in clearing the way for disadvantaged previously marginalized individuals to exercise their capacity to act autonomously, to be full economic and social participants in the South African Project.

The municipality has several properties identified for land reform however few have been transferred for redistribution. There are currently 6 Land Redistribution projects that have culminated from the Land Reform Programme within uMngeni.

There were 209 properties with Gazetted Restitution Claims and 7 properties Transferred Restitutions. A roll out programme known as Recapitalization and Development Programme assists communities with farming skills once land has been purchased. The impact of this programme is currently unknown.

Map 10: Land Reform



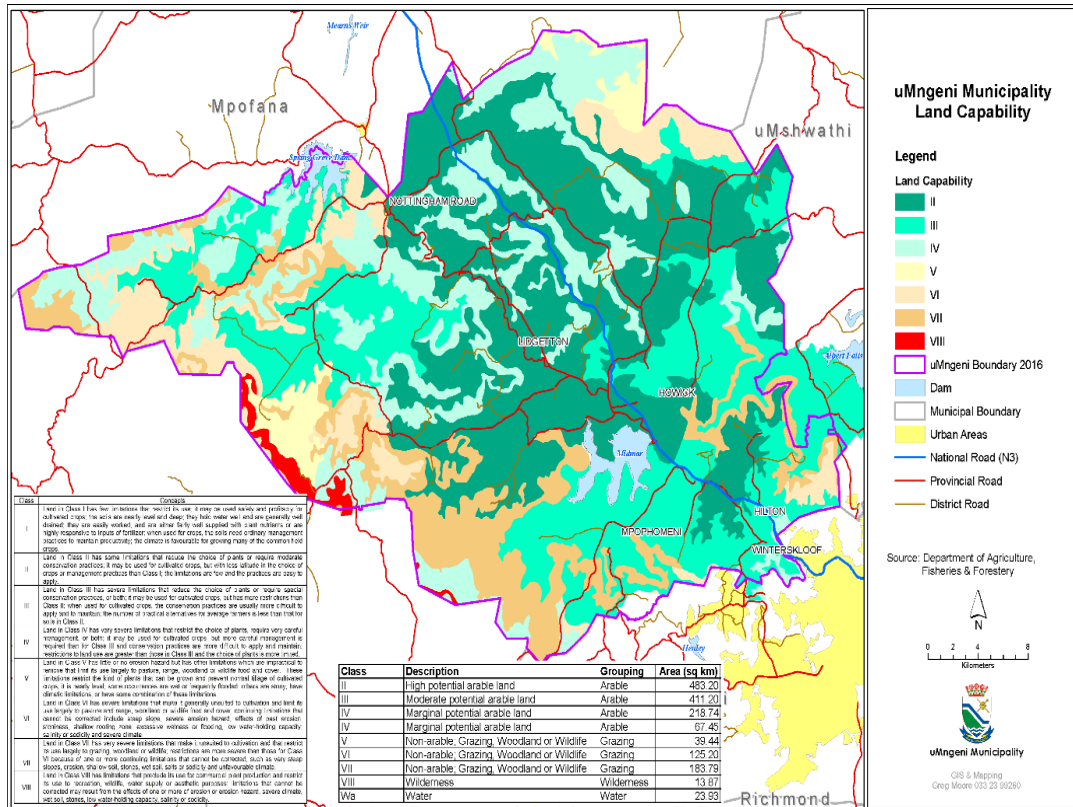
1.8 Land Capability

The uMngeni Municipality as shown in Map 10 comprises of the following land capability as far soil classification is concerned:

- II High potential arable land
- III Moderate potential arable land
- IV Marginal potential arable land
- V Non-arable, grazing, woodland and wildlife
- VI Non-arable, grazing, woodland and wildlife
- VII Non-arable, grazing, woodland and wildlife
- VIII Wilderness
- Wa Water

There are 8 Classifications in terms of land capability however no land in uMngeni is classified as Class I, but substantial areas classified as Class II which means that there are some limitations to farming but these can be addressed by correct agricultural practices. Limited areas of Classes VII and VIII where cultivation should not take place occur on the extreme northern and western edges of the uMngeni Municipality related to the Karkloof Nature Reserve and areas within the uKhahlamba Drakensberg Park buffer zone.

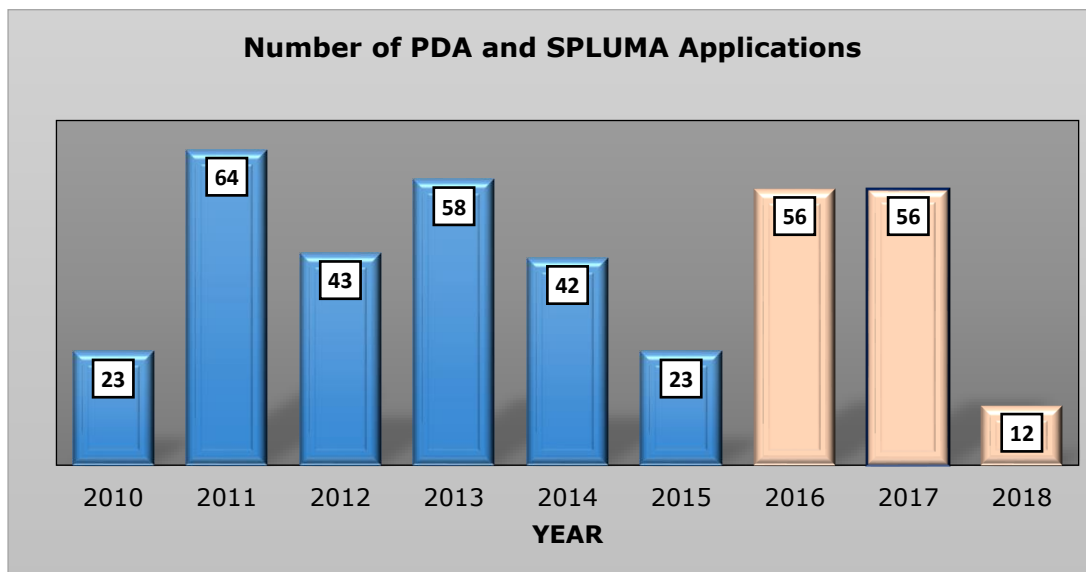
Map 11: Land Capability



1.9 Private Sector Developments

Figure C1 indicates a list of PDA applications that were lodged and approved by the municipality from 2010 up to 2015. As can be seen, the municipality received quite several applications with an average of 47 annually, the most being lodged in 2011 when there was a better understanding of the legislation at the time.

Figure C1: PDA Applications



The general pattern of these application is as follows: Subdivision applications (Chapter 3) are normally proposed within the farms and these are normally accompanied by Chapter 4 applications which is essential for the development of land outside of the scheme. This correlates with the agri-tourism that takes place within the area. The majority of applications that are processed within the town of Howick are Chapter 2 which is scheme amendments and there are few applications which normally special consents are processed within Mpophomeni and Hilton.

Since 2011, there has been a number of significant private sector developments that have either been approved through the planning processes, under construction or completed within the municipality. These mostly entail residential estates and mixed-use developments.

The municipality has already started processing applications in terms of SPLUMA as of 2016 after the establishment of the JMPT. As of May 2016, one hundred and twenty four applications have been processed in terms of SPLUMA.

1.10 Environmental Analysis

1.10.1 Biodiversity

In terms of the C-Plan and MINSET assessments undertaken by Ezemvelo KZN Wildlife (EKZNW), uMngeni Municipality contains extensive areas of conservation significance. These assessments are at a very broad level, and a more detailed assessment has been undertaken at a local level taking current land use and slope into account. The municipality as a Strategic Environmental Assessment which was conducted in 2008 and is utilised to assess development applications. The following categories of Environmental Priority are identified:

Priority 1: This category represents areas within the municipality that have been identified by EKZNW as important species, ecosystems or landscapes; and which are natural ecosystems as per the land use data such as grasslands or indigenous forests. These areas are therefore untransformed and of high biodiversity importance.

Priority 2: These areas represent natural ecosystems as above, but which have not been identified by EKZNW as areas of important species, ecosystems or landscapes. They therefore are not of biodiversity importance but do play a role in the functional importance of biodiversity and ecosystem goods and services. These areas are therefore still important, specifically in the uMngeni Municipality in terms of water production.

Priority 3: These areas are those that were identified by EKZNW as of importance, but which are transformed i.e. cultivated. These areas could possibly be rehabilitated, but in terms of land use management cannot be regarded as high priority areas. A significant amount of land within the municipality is of critical biodiversity areas that are irreplaceable.

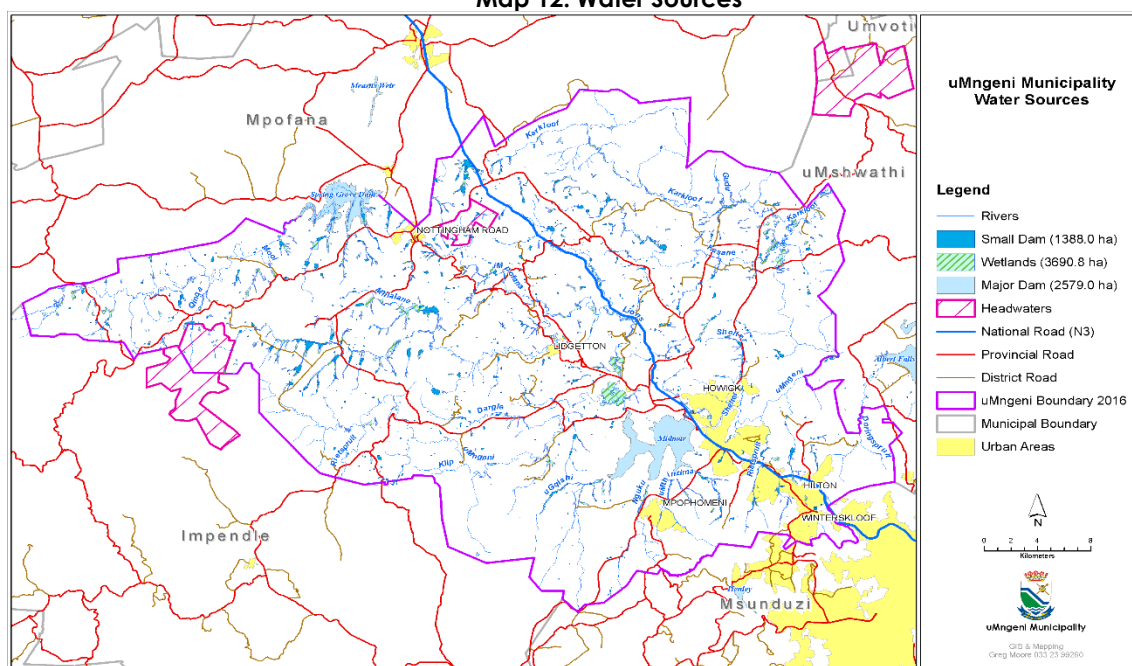
1.10.2 Hydrology

Rivers that flow within uMngeni Municipality includes the major river for the Durban-Pietermaritzburg region via the uMngeni River as well as the Lions, Mpofana, Karkloof, Dargle, Gudu, uMthinzima, KwaGqishi, Nguku, Kusane, Gwens Spruit and Elands with the Mooi River forming a portion of boundary between the uMngeni and Mpofana Municipalities. The headwaters of the uMngeni River straddle the boundary between the uMngeni and Impendle Municipalities. The major storage dam for the regional economy, Midmar Dam is located within the municipality and has been critical in the assurance of bulk water supply for the region. Midmar Dam is a critical storage dam with good water quality that needs to be retained to avoid a drastic increase in water treatment costs. Therefore, the majority of uMngeni Municipality occurs within the strategic quaternary catchment for water supply for the Durban-Pietermaritzburg economy.

The uMngeni Water System in KwaZulu-Natal supplies water to approximately five million people, as well as the industrial sectors in the Durban and Pietermaritzburg regions, the economic hubs of the province. The growth in water demand and intermittent drought periods since 2003 have made it necessary for the Department of Water Affairs (DWA) to implement Phase 2 of the Mooi Mgeni Transfer Scheme (MMTS-2).

The existing phase 1 of the MMTS (MMTS-1) consists of the Mearns Weir situated at the confluence of the Mooi and Little Mooi Rivers, downstream of the Spring Grove Dam. From there water is pumped through a pipeline to the outfall at the Mpofana River from where the water flows to Midmar Dam on the Mgeni River.

Map 12: Water Sources



1.10.3 Climate Change

According to research undertaken the uMgungundlovu District Municipality area is located within one of three climate change hotspot areas in South African because of clear warming trends having already occurred between 1950 and 1999. Based on this and the threats faced because of changing climates the UMDM commissioned the development of a climate change response strategy in September 2011.

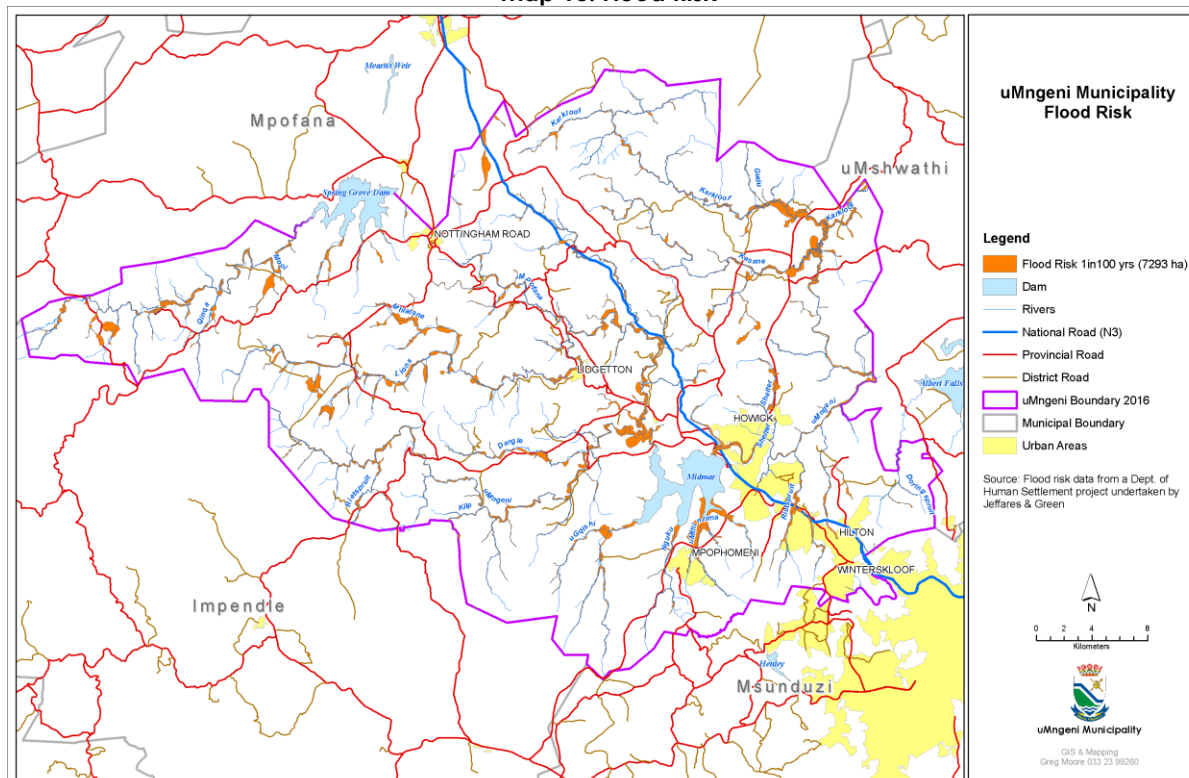
The study completed a projection of the climate change trends within the UMDM. The consultants utilized General Circulation Models (GCM's) to model climate change scenarios. It is well understood that the use of GCM's have levels of uncertainty which limits their usefulness as they cannot be deemed to be absolutely accurate, but these models are the best scientific approaches that currently exist to project climate change. In terms of the GCM's that are considered plausible and widely utilized currently it is only possible to project scenarios for the intermediate and distant future time periods viz. 2045 to 2065 and 2080 to 2100 whilst utilising the time period 1970 – 1991 as the present time period.

Flood Risks

Flood line determines, the hydrological risks of flooding in rivers and flood plains and expressed as flood lines indicating flooding likelihoods. A flood risk assessment has been conducted for uMngeni Municipality utilising GIS analysis by overlaying aerial photos of flood lines and settlements patterns. Map 13 below was aimed at identifying and demonstrating settlements that fall with a 100-year flood hazards.

Most of the urban settlements do not fall within the flood risks areas with exception of some areas within Lidgetton West and Howick on Shelter and Rietspruit rivers. Map 13 indicates areas that are flood prone and include Lidgetton, Siphumelele and some areas in Mpophomeni. These are mostly flood prone due to the topography and the location of houses in flood prone areas which has in the past lead to effect of natural disasters. To ensure that these areas are not in any way affected by future flooding caused by climate related disasters, planning principles must always be exercised in the placement of housing settlements.

Map 13: Flood Risk

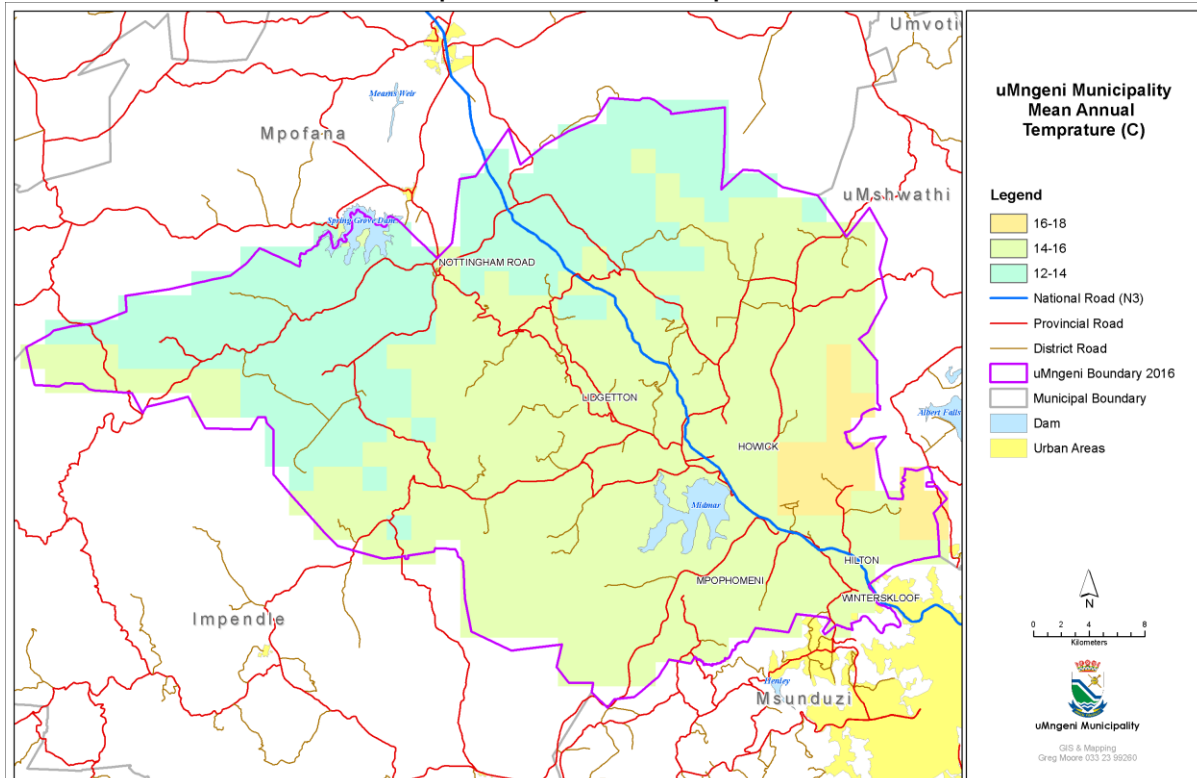


Average Annual Mean Temperatures

It is projected that between 2045 and 2060 the average annual mean daily temperature will increase by more than 2 degrees Celsius across the entire UMDM area with some parts of Impendle, uMngeni and Impendle municipalities increasing by up to 2.5 degrees Celsius. Such an increase in the average annual mean temperature will result in impacts to food security, vector borne diseases, and heat stress, distribution of plants and animals and irrigation.

The mean annual temperature within uMngeni Municipality is lowest in the areas of Nottingham Road and areas bordering Mpofana Municipality with temperatures averaging 12-14 degrees Celsius. Most of the municipality has average mean annual temperatures of 14-16 degrees Celsius.

Map 14: Mean Annual Temperature



Average Mean Annual Rainfall

The intermediate future projection is that there will be an overall increase in rainfall across the district, particularly in the uMngeni and Impendle municipalities. Most of the municipal area has an average mean annual rainfall of between 801-1000mm with areas bordering uMshwathi, Msunduzi and Impendle having averages greater than 1000mm as reflected in Map14.

The UMDM is situated in the summer rainfall region of South Africa and over the long term is it generally accepted that the maximum monthly rainfall falls in January. The intermediate future projection for daily maximum rainfall in January is expected to increase in the central areas of the district which has an impact on uMngeni Municipality whilst the eastern regions which contain portions of uMshwathi, Msunduzi, Mkhambathini and Richmond are projected to remain the same to a large extent. The most significant increases are expected in the Lower Loteni region of Impendle Municipality. This will create potential opportunities to alleviate the projected water supply shortages in the uMgeni catchment.

Map 10: Mean Annual Rainfall

uMngeni Municipality Mean Annual Rainfall

Legend

Rainfall

- 801 - 1000 mm
- > 1000 mm

Rivers

Dam

Urban Areas

National Road (N3)

Provincial Road

District Road

Municipal Boundary

Source: Dept. of Agriculture, Fisheries & Forestry

0 2 4 8
Kilometers

uMngeni Municipality

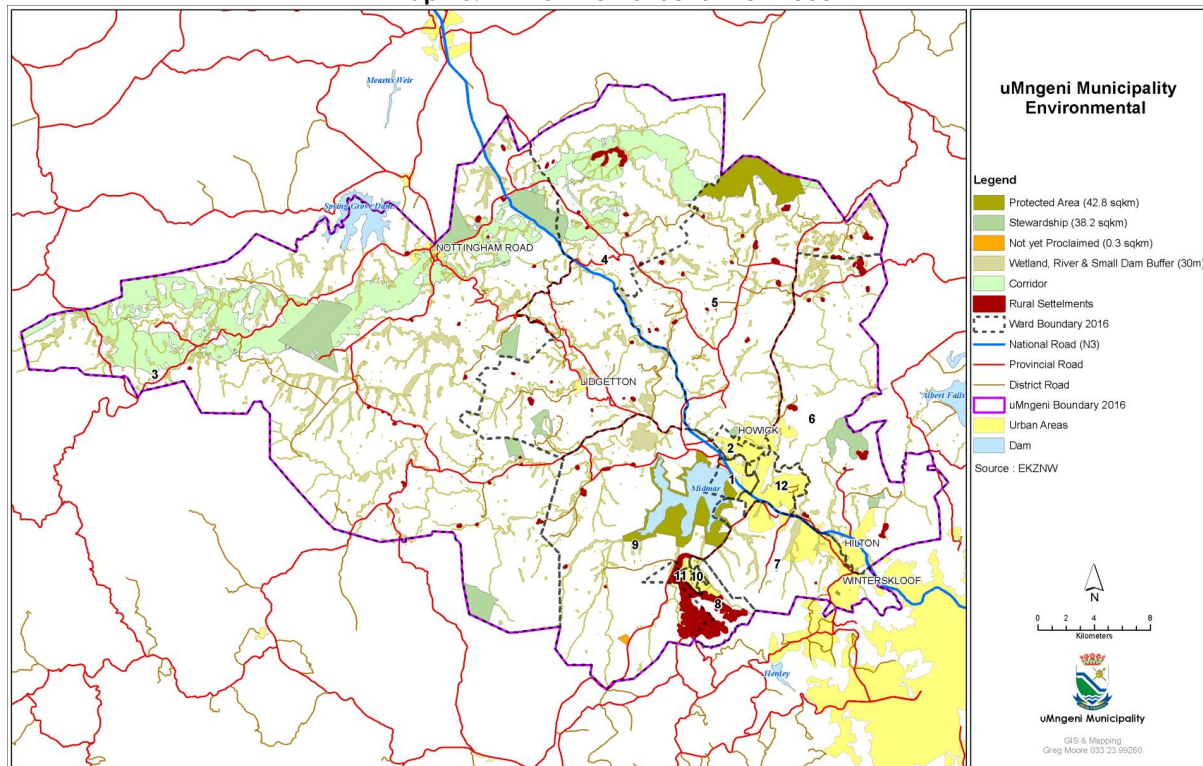
GIS & Mapping
Graig Moore 033 233 96280

1.10.4 Strategic Environmental Assessment

The municipality contains several sensitive vegetation types or areas of conservation significance, these areas have been identified as being of conservation value as they are

necessary to maintain a representative sample of biodiversity and to sustain the functioning of that ecosystem. The implications for development are that certain activities within these areas require environmental authorisation and may be subject to an offset requirement, Norms and Standards for Biodiversity Offsets. The objectives of national government, as well as the importance of threatened ecosystems to sustainable development of the area, a prescriptive approach to land use management would be required.

Map 16: Environmental Sensitive Areas



1.11 Spatial and Environmental Trends and Analysis

The municipality has a diversity of settlement typologies given its urban, rural and farmlands composition. The historical evolution of these settlements was also driven by the chronology of the administrative structures that have existed before such that the former TLCs were established for Howick and Hilton which resulted on these settlements becoming the urban centres with their own commercial activities.

The high potential agricultural land has over the years faced immense pressure from subdivision that is linked to creating a platform for tourism related investments. The map below indicates this correlation between smaller farm subdivisions and the location of tourism facilities. Highest concentrations occur along the primary tourist routes (R103 and the Curry's Post Road) and to a lesser, but still significant extent, along the secondary tourist routes, i.e. the Dargle / Impendle road and the Karkloof Road. This will need serious attention at a strategic spatial planning and food security point of view. Although the municipality is easily perceived

as a medium sized municipality with several urban centres, the coverage of these urban centres is only 8 percent of the municipal area.

The municipality has a multiplicity of environmentally interrelated challenges. These need to be addressed from an environmental perspective. Grasslands form the major component of the Critical Biodiversity Areas. Any form of proposed land use change including those of an agricultural nature shall consider the Critical Biodiversity Areas and Environmental Support Areas as identified by Ezemvelo KZN Wildlife. However, it needs to be acknowledged that a balance must be achieved in terms of human settlement, tourism, agricultural and environmental needs.

1.12 SWOT Analysis - Spatial and Environmental

Table 3: Spatial and Environmental SWOT Analysis

| STRENGTHS | WEAKNESSES |
|--|--|
| <ul style="list-style-type: none"> ▪ Well defined nodal areas in the municipality ▪ The municipality has a competitive advantage with one major national economic corridor (N3) passing through ▪ Functional Shared Services Model to support development and spatial planning ▪ The municipal schemes are in place ▪ High potential agricultural land ▪ Water catchment areas provide water resource to communities and the business sector ▪ The municipality has an authorized Environmental Management Officer (EMO) ▪ The municipality has a Spatial Development Framework (SDF) in place | <ul style="list-style-type: none"> ▪ Lack of human resources to properly implement enforcement on illegal land uses ▪ Lack of Local Area Plans for secondary nodes ▪ Lack of town planning capacity building in communities especially in Mpophomeni ▪ Lack of an updated Strategic Environmental Assessment ▪ Lack of implementation of the Spatial Development Framework in so far as addressing spatial apartheid patterns |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> ▪ Promotion of urban agriculture ▪ The N3 corridor is part of important national and provincial policies which provides an opportunity for the municipality to participate and obtain funding i.e. the Strategic Infrastructure Plan (SIP2) ▪ The N3 corridor could strengthen investment opportunities in the municipality due to ease of access to such an important economic route | <ul style="list-style-type: none"> ▪ High levels of subdivision applications lodged within the municipality could lead to loss of good agricultural land and have an impact on jobs and food security ▪ Due to lack of capacity for enforcement will to unsustainable land use |

| | |
|--|--|
| <ul style="list-style-type: none"> ▪ Through the existing schemes, the municipality can better manage land use ▪ The agricultural potential can be further strengthened through the diversification of the agricultural sector ▪ The available water catchment areas provide for increased development opportunities within the municipality ▪ The EMO can proactively address environmental issues ▪ Through the town planning capacity of the municipality, community awareness campaigns on land use management can be conducted ▪ The SDF provides an opportunity to address the spatial injustices of apartheid if properly developed and implemented | |
|--|--|

1.13 Disaster Management

1.13.1 Municipal Institutional Capacity

Disaster Management is a UMDM function and a Disaster Management Centre has been set up. Disaster Management at the local level is coordinated by the Community Services Department with a Disaster Management Officer and 5 Controllers forming part of the institutional arrangements. The municipality must still improve on reviewing the Disaster Management Plan on an annual basis.

1.13.2 Risk Assessment

According to the International Conservation of Nature, Ecosystem-based disaster risk reduction (Eco-DRR) is the sustainable management, conservation and restoration of ecosystems to reduce disaster risk, with the aim to achieve sustainable and resilient development. Well-managed ecosystems, such as wetlands, forests and coastal systems, act as natural infrastructure, reducing physical exposure to many hazards and increasing socio-economic resilience of people and communities by sustaining local livelihoods and providing essential natural resources such as food, water and building materials. Ecosystem management not only offers an opportunity to strengthen natural infrastructure and human resilience against hazard impacts, but also generates a range of other social, economic and environmental benefits for multiple stakeholders, which in turn feed back into reduced risk. The municipality still needs to improve in utilising these proven methods in identifying risks and update the Disaster Management Plan accordingly.

Risk may be defined as the expected damage or loss caused by any hazard whilst a hazard refers to the potential occurrence, in a specific time period and geographic area, of a natural phenomenon that may adversely affect human life, property or activity to the extent of causing a disaster. A hazard occurrence (the earthquake, the flood, or the cyclone, for example) becomes a disaster when it results in injuries, loss of life and livelihoods, displacement and homelessness and/or destruction and damage to infrastructure and property.

The municipality keeps an incident register where all relevant information regarding major incidents are kept. As part of a Risk Assessment workshop to inform the UMDM Disaster Management Plan in relation to uMngeni Municipality, the following potential hazards with their risk profile identified as follows:

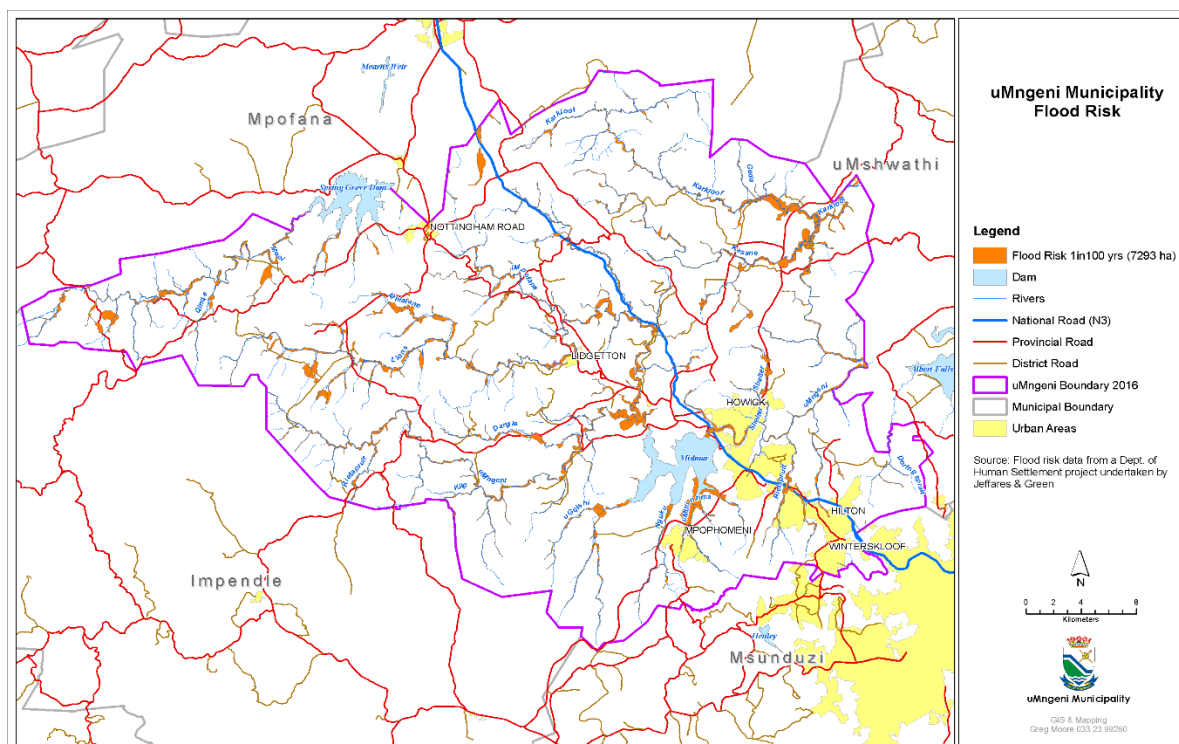
Table 4: Potential Hazard and Hazardous Events

| Potential Hazard or Hazardous Events | Category | Peak Season | Vulnerability | Likelihood | Rating | Consequence | Rating | Risk Rating | Risk Profile |
|--------------------------------------|---------------|-------------|---------------|------------|--------|-------------|--------|-------------|--------------|
| Flooding | Natural | Summer | Medium | Likely | 4 | Moderate | 3 | 12 | High |
| House Fires | Man-induced | Winter | Medium | Likely | 4 | Moderate | 3 | 12 | High |
| Veld Fires | Man-induced | Winter | Medium | Likely | 4 | Moderate | 3 | 12 | High |
| Severe Storms | Natural | Summer | Medium | Likely | 4 | Moderate | 3 | 12 | High |
| Landslide | | | | | 0 | | 0 | 0 | 0 |
| Transport accident | Technological | All year | Medium | Likely | 4 | Moderate | 2 | 8 | Medium |
| Environmental pollution | Men-induced | All year | Medium | Possible | 3 | Moderate | 3 | 9 | Medium |
| Hazmat | Technological | All year | Medium | Possible | 3 | Moderate | 3 | 9 | Medium |
| Animal and plant disease | Biological | All year | Medium | Possible | 3 | Minor | 2 | 6 | Medium |
| Epidemic human disease | Biological | All year | Medium | Possible | 3 | Minor | 2 | 6 | Medium |
| Drought | | | | | 0 | | 0 | 0 | 0 |
| Lighting and thunderstorm | Natural | Summer | High | Possible | 3 | Minor | 2 | 6 | Medium |
| Tornados | Natural | Summer | High | Possible | 3 | Minor | 2 | 6 | Medium |
| Snow | Natural | Winter | Medium | Likely | 4 | Minor | 2 | 8 | Medium |

Flood Risk Areas

Flood line determines, the hydrological risks of flooding in rivers and flood plains and expressed as flood lines indicating flooding likelihoods. A flood risk assessment has been conducted for uMngeni Municipality utilising GIS analysis by overlaying aerial photos of flood lines and settlements patterns. As illustrated on Map 17, the municipality has areas that are flood prone due to either topography or poor location of settlements. Areas that have in particular been affected by floods includes Lidgetton West, some areas in Mpophomeni and Siphumelele which is located in a valley.

Map 17: Flood Risk



1.13.3 Risk Reduction and Prevention

Improved capacity within the municipality will ensure more effective and coordinated response during fire incidents. Awareness amongst the vulnerable communities is vital because most of the occurrence of these incidents stem from the lack of knowledge or negligence.

Structural or passive fire protection measures provide inherent protection against fire. With the emphasis on fire prevention and protection, building inspections will ensure that fire safety is built into the design of all new and refurbished commercial buildings. Passive fire protection maintains the stability of a building's structure during fire and keep escape routes safe - so people have time to get out - and fire officers have time to get in.

Structural measures such as fire hydrants improvement program will be undertaken to prevent or reduce the likelihood of a fire that may result in death, injury, or property damage, or to reduce the damage caused by a fire.

1.13.4 Response and Recovery

The aim of emergency response is to provide immediate assistance to maintain life, improve health and support the morale of the affected population. Such assistance may range from providing specific but limited aid, such as assisting refugees with transport, temporary shelter, and food, to establishing semi-permanent settlement in camps and other locations. It also may involve initial repairs to damaged infrastructure. The focus in the response phase is on meeting

the basic needs of the people until more permanent and sustainable solutions can be found. Humanitarian organizations are often strongly present in this phase of the disaster management cycle.

The aim of the recovery phase is to restore the affected area to its previous state. It differs from the response phase in its focus; recovery efforts are concerned with issues and decisions that must be made after immediate needs are addressed. Recovery efforts are primarily concerned with actions that involve rebuilding destroyed property, re-employment, and the repair of other essential infrastructure.

The Departments should have detailed response plan in place for each type of disaster. The actions to be taken at different times and the responsible person within the District should be identified in the response plan. The response actions for such disasters that can be forewarned (e.g. flood) will start from 72 hours before the occurrence. The response actions for such disasters that cannot be forewarned (e.g. Earthquake) will start immediately after the occurrence of the disaster. The response planning should be prepared for each type of disaster.

1.13.5 Training and Awareness

Training, capacity building and public awareness campaigns will be important instruments of disaster reduction and recovery. Volunteer Units are not an enforceable legislative requirement. Volunteer Units serve as a great link between the Municipalities and Communities. The lack of Volunteer Units therefore limits the cooperation between the Municipalities and the Communities in terms of Disaster Management. An adequate amount of trained staff is needed to realize the objectives put forth by the disaster management legislation.

1.13.6 Funding Arrangements

Funding for Disaster Management is provided in the municipal Budget for primarily relief material and for the 2018/2019 financial year

1.13.7 SWOT Analysis – Disaster Management

Table 5: Disaster Management SWOT Analysis

| STRENGTHS | WEAKNESSES |
|--|---|
| <ul style="list-style-type: none"> ▪ Functional Disaster Management Unit at the District Municipality ▪ The municipality has an adopted Disaster Management Plan | <ul style="list-style-type: none"> ▪ Lack or outdated of a Disaster Management Strategy ▪ Lack of training, capacity and public awareness to disaster issues to communities |

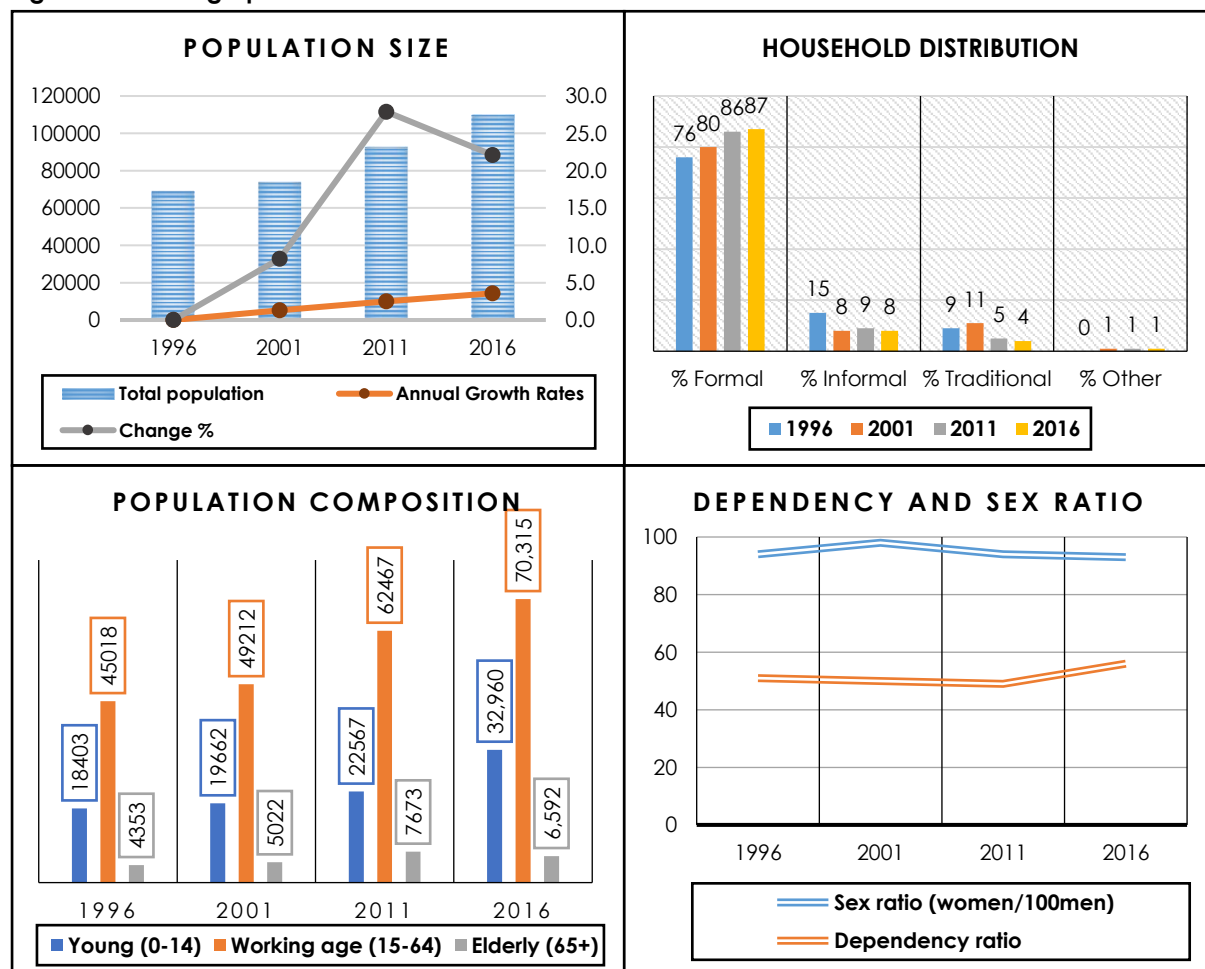
| | |
|---|--|
| <ul style="list-style-type: none"> Local response personnel to disaster issues in place | <ul style="list-style-type: none"> Lack of sufficient human resources within the municipality to tackle disaster issues Lack of a functional Disaster Management Advisory Forum |
| OPPORTUNITIES <ul style="list-style-type: none"> Increasing human capacity to effectively respond to disaster issues Conducting community awareness campaigns especially in flood risk prone areas The resuscitation of the local Forum will ensure that the Disaster Management Plan is properly implemented | THREATS <ul style="list-style-type: none"> Flooding, house fires, veld fires and severe storms have been identified as the highest risks Illegal developments in disaster prone areas |

2. DEMOGRAPHIC CHARACTERISTICS

2.1 Demographic Indicators

Population Statistics

Figure 2.1: Demographic indicators



Source: Statistics SA, Census 1996, 2001, 2011 and 2016 Community Survey

The population of the municipality has been on the increase since Census 1996 from over 60 000 people to over 100 000 in 2016. In 2016, the population size of the uMngeni Municipality consisted of 105 609 people which is up from 92 710 in 2011. The change from 2011 to 2016 was approximately 13.9 percent. This translates to an average annual growth rate of 2.8 percent. The population is expected to increase which will give rise to a variety of developmental challenges that include increased need for the provision of employment opportunities, housing and basic services.

The household population distribution for formal housing has steadily increased from 76 percent in 1996 to 87 percent in 2016. Informal households have also decreased from 15 percent in 1996 to 8 percent in 2016.

The labour force (those aged 15-64) makes up 67 percent of the population followed by young people making up 24 percent and the elderly comprising the smaller share.

The population dependency ratio has increased from 50/100 in 1996 to 56/100 in 2016 which is rather high. The sex ratio of the municipality is 93 women per 100 men which is a different trend in comparison to the national trend.

Table 6: Population Groups

| Demographic Indicator | 1996 | 2001 | 2011 | 2016 |
|--------------------------|-------|-------|-------|---------|
| Population groups | | | | |
| Black African | 49999 | 54962 | 69525 | - |
| Coloured | 785 | 1021 | 1430 | - |
| White | 14255 | 13943 | 18004 | - |
| Indian/Asian | 4012 | 3970 | 3508 | - |
| Total | 69052 | 73896 | 92710 | 105 609 |

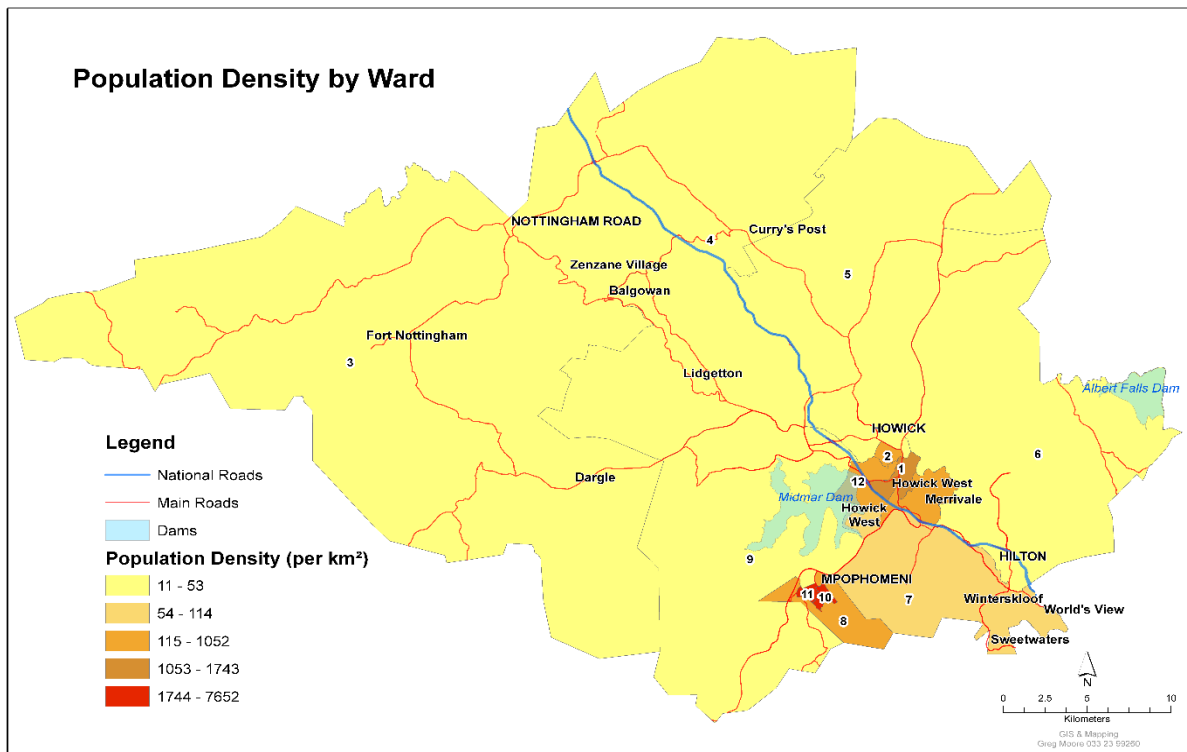
Source: Census 1996, 2001, 2011 and 2016 Community Survey

Much of the population consist of Black African people at 75 percent followed by Whites at 19 percent, Indians at approximately 4 percent and Coloured people form the remainder of the population share at 2 percent respectively. The Coloured population has however almost doubled since 1996 to 2011 with an annual growth rate of 8.2 percentage point in that period. The White population had the second highest percentage point growth rate of 23 between the years 2001 to 2011 which was higher by 20 percent compared to the period from 1996 to 2001. The Black African population had the third highest growth rate of 21 percent which was higher by approximately 12 percent compared to the period of 1996 to 2001. In the years from 2001 to 2011, the Indian population declined by 13 percent.

As depicted in Map 18 below, areas that form part of the urban edges of the municipality have the highest densities. Ward 10 and 11 has the highest population density within the municipality ranging from 1744 to 7652 people per km². Ward 1 has the second highest population density with figures ranging from 1053 to 1743 people per km² whilst wards 3, 4, 5, 6

and some areas of ward 9 have the lowest population density per km² ranging 11 to 53 which can be expected in rural settlements.

Map 18: Population Density by Ward



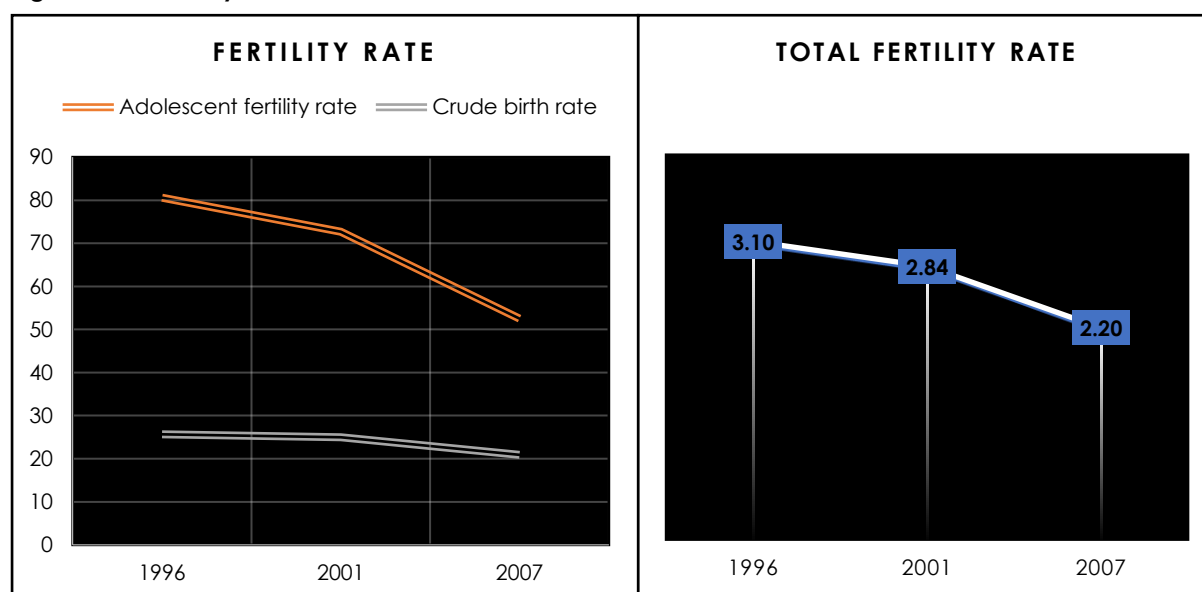
Fertility Rate

Fertility rate represents the average number of children that would be born to a woman over her lifetime. There is currently no data available on total fertility rate (TFR) at a municipal level and for this reason the national, provincial and district estimate have been utilised. The fertility rate estimate for 1996 and 2001 is at a national and provincial level whilst the 2007 estimate is at a district level respectively.

Figure 2.1.1 indicates that, the adolescent fertility rate which is births per 1000 women aged 15-19 has showed a positive decline from approximately 80 births per 1000 in 1996 to about 61 births per 1000 in 2007. The reduction is positive however more still needs to be done in educating a girl and boy child about contraceptive use especially at home and not just at a school level. The crude birth rate decreased from about 25 per 1000 in 1996 to approximately 21 per 100 in the year 2007.

There has been a decline in the TFR from 3.1 children per women in 1996 to 2.2 in 2007. Since 1996, there has been a decline in adolescent fertility rate from 80.59 in 1996 to 52.18 in 2011 and the crude birth rate has also decrease from 26 percent per 1000 people in 1996 to 21 percent in 2011 as depicted in Figure 3 below.

Figure 2.1.1: Fertility rate



Source: Adapted from Stats SA (Census 2011), United Nations & the World Bank

Mortality Rate

Mortality rate is a measure of the number of deaths (in general, or due to a specific cause) in a population, scaled to the size of that population, per unit of time. Mortality rate is typically expressed in units of deaths per 1,000 individuals per year; thus, a mortality rate of 9.5 (out of 1,000) in a population of 1,000 would mean 9.5 deaths per year in that entire population, or 0.95 percent out of the total. The mortality rate contained in Table 7 relates to data available at a district level and not at local municipal level.

Table 7: Mortality Rate

| MORTALITY RATE | | |
|------------------------|--------------|--------------|
| Indicator | 2008 | 2010 |
| Total mortality rate | 14804 | 12219 |
| Under 5 mortality rate | 251 | 156 |
| Infant mortality rate | 612 | 454 |
| Leading cause of death | Tuberculosis | Tuberculosis |
| | 2002 | 2008 |
| HIV prevalence | 11.7% | 15.8% |

Source: Stats SA (Census 2011)

At a district level, there has been a decrease in mortality rate when comparing figures from 2008 and 2010. The infant and under 5 mortality rate has also declined which is a signal of a better primary health sector. The leading cause of death is Tuberculosis which is also linked to HIV/AIDS. The HIV prevalence increased from 11.7 percent in 2002 to 15.8 percent in 2008 within the uMgungundlovu District. The municipality has developed an HIV Strategy to combat the HIV prevalence.

As of 2016, the estimated overall HIV prevalence rate is approximately 12.7 percent of the total South African population. The total number of people living with HIV is estimated at

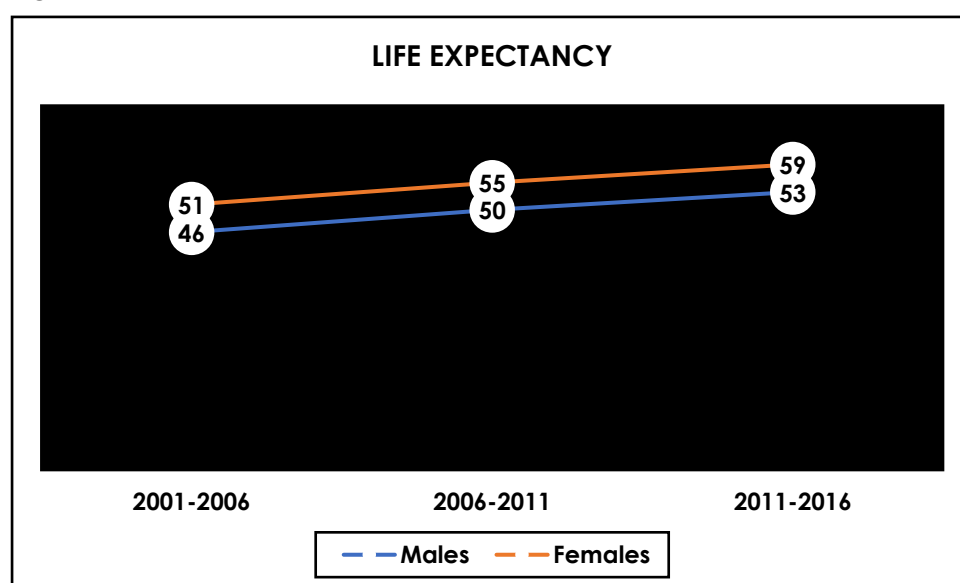
approximately 7.03 million in 2016. For adults aged 15–49 years, an estimated 18.9 percent of the population is HIV positive.

Life Expectancy

Life expectancy is the average number of years a person can expect to live if in the future they experience the current age-specific mortality rates in the population. The indicators of life expectancy are not available at a local level but are at a provincial level. The data gathered is from Stats SA 2016 Mid-year population estimates.

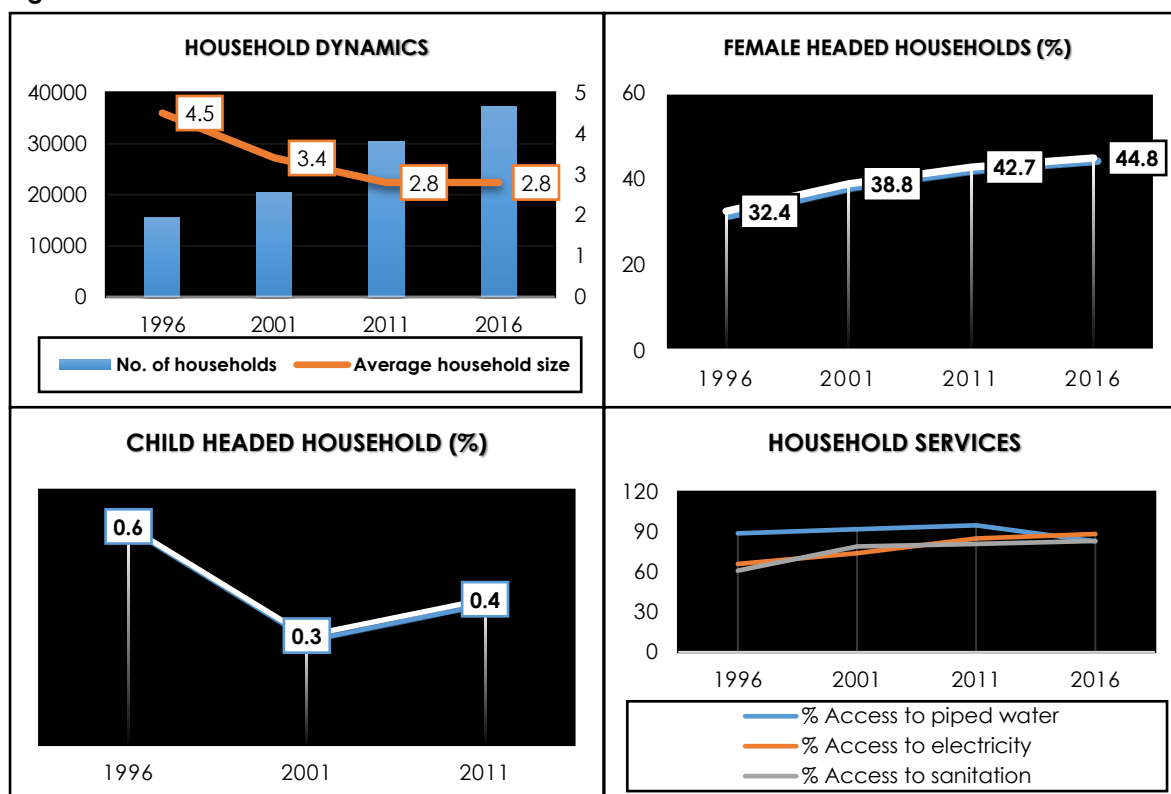
Figure 2.1.2 illustrates the average provincial life expectancies for males and females for the periods 2001-2006, 2006-2011 and 2011-2016. The life expectancy increased incrementally for each period across all genders. The life expectancy for males is 53 years whilst for females is 59 years as of 2016 which is high than in 1996 and 2011. The female life expectancy has been higher by an average of 5 years over the years. The improvements in primary health care might have been one of the factors for the increase in life expectancy of both males and females in recent times.

Figure 2.1.2 Life expectancy



Source: Stats SA 2016

Figure 2.1.3: Households and services



Source: Stats SA Census 2011 and Community Survey 2016

Figure 2.1.3 illustrate an increase in the number of households within the municipality from 30490 in 2011 to approximately 37352 in 2016 which is an 18 percent increase. The average household size has remained the same since 2011 to 2016 at 2.8 people per household from 4.5 people per households in 1996. There are currently 36 percent of households that are owned and have full tenure status.

Since 1996 there has been an increase in female headed households with the current figure being 44.8 percent of the population compared to 32.4 percent in 1996. The child headed households decreased from 0.6 to 0.3 in 1996 and from 0.3 percent to 0.4 in the period 2001 to 2011 as illustrated above.

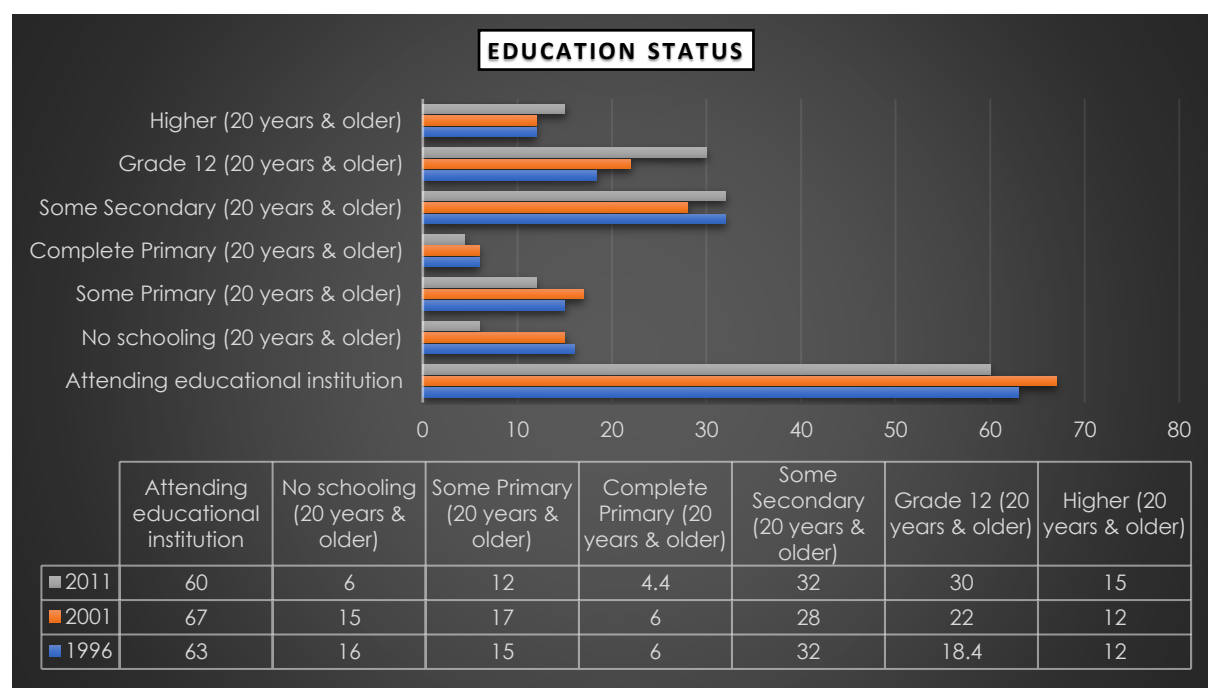
Access to piped water has interestingly decreased from 95 percent in 2011 to 83 percent in 2016 which might be due to the increased number of households most of which might not yet be reticulated. Access to electricity increased from 66 percentage in 1996 to approximately 89 percentage in 2016. Access to sanitation has seen a steady increase of 2.8 percent with access increasing from 84 percent in 2011 to 86 percent in 2016.

Education Status

Figure 6 illustrates a decline in the number people that are 20 years and older who have no schooling from 16 percent of the population in 1996 to 6 percentage point in 2011 which is a welcome improvement. The level of some primary in the same age group decreased from 17

percent in 2001 to 12 percentage point in 2011. Even though there has been an increase in the number of people who have some secondary schooling and Grade 12, the numbers are still relatively low with only 30 percent of the population having completed Grade 12. The figures for people who have higher education has only changed by 3 percent since 1996 with those aged 20 years and older indicating 12 percent of the population in 1996 to 15 percentage in 2011 reaching highest level of education.

Figure 6: Education status



Source: Stats SA (Census 2011)

Employment Indicator

Table 8: Employment and Income Status

| Demographic Indicators | 1996 | 2001 | 2011 | 2016 |
|--------------------------------|------|--------|------------------------|--------------------|
| Employment status | | | | |
| Labour absorption rate % | 65.1 | 66.5 | 67.3 | - |
| % Unemployment rate (official) | 29.6 | 34.3 | 23.9 | - |
| % Unemployment rate (by sex) | - | - | F – 26.2% M - 21.6% | - |
| Unemployment rate (youth) | - | 45.6 | 32 | - |
| Main occupation sector | - | Trade | Community Services | Community Services |
| Income status | | | | |
| Average household income ® | - | 66,135 | 117,881 | - |

| Demographic Indicators | 1996 | 2001 | 2011 | 2016 |
|----------------------------------|------|------|------|------|
| Indigent household (below R3000) | - | - | 2609 | 3103 |
| Gini coefficient | - | - | 0.62 | 0.62 |

Source: Stats SA (Census 2011)

2.2 Key Findings

- The percentage change in population was highest between 2001 and 2011 with a percentage change of 25 percent however although the total population increased between the period 2011 and 2016, the overall percentage change had declined to 18 percent. This could be because of the difference in the number of years of calculation
- In the period from 1996 to 2001, there has been an increase in formal households in the municipality from 76 percent to 87 percent respectively whilst there has been a decline in informal and traditional households except for 2001 where there was an increase from 8 percent to 15 percent in informal households.
- The sex ratio for the period 1996 to 2001 increased from 94 women per 100 men to 98 women per 100 men and then declined for the period 2001 to 2016 from 94 women per 100 men to 93 women per 100 men respectively.
- As of 2016 the dependency ratio is 56/100 of the population which is higher than in 2011;
- The Mpophomeni wards have the highest densities in the municipality;
- The municipality has a 17 percent backlog in the number of households that require access to piped water;
- The municipality has an approximately 12 percent backlog in the number of households that require electricity;
- The municipality has a 16.2 percent backlog in households that require access to sanitation;
- The tenure status has slightly increased to 30 percent in the period 2001 to 2011;
- The inequality in the municipality is very high with a Gini Co-efficient of 0.62 as of 2012;
- The municipality has sufficient labour force to meet demand for employment opportunities;
- The skills gap in the municipality is high with only 15 percent of the population having tertiary education; and
- There are more females impacted upon by unemployment in comparison to males which is a concern considering the high rate of female headed households within the municipality.

3. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT ANALYSIS

3.1 Municipal Transformation

The municipal transformation process is driven through the Department of Corporate Services which is responsible for the development and implementation of the municipal Employment Equity Plan, the Workplace Skills Plan and Human Resource Strategy. The uMngeni Municipality Human Resource Strategy was adopted by council on 29 June 2016 with resolution number C.0616.84. The adopted Human Resource Strategy was inclusive of a Human Resources Plan which has been implemented since July 2017. Some of the actions included in the plan that have been undertaken amongst other things includes capacity building of all staff, the institutionalisation of the Employee Wellness and improving labour relations which has in particular resulted in less protest by staff over the last two financial years.

The municipality in developing its HRS was being responsive to the municipal long-term goal of Human Resource Development and Management whilst also addressing the objective of Enhancing Human Resource Management. The summary of the Workplace Skills Plan has been included as Annexure I.5 in this document.

3.2 Organisational Development

3.2.1 Institutional Arrangements

Management Committee (MANCO)

MANCO consists of six committee members that includes the accounting officer and five general managers directly accountable to the accounting officer. The General Managers who are Section 56 managers are Heads of Departments for the following departments:

- Department of Corporate Services
- Department of Finance
- Department of Economic Development and Planning
- Department of Community Services
- Department of Technical Services

The management committee deliberates on various issues as per municipal functions and makes recommendations to the various municipal portfolio committees. MANCO convenes once a week to ensure the administration is up to speed with all municipal matters.

Section 79 Portfolio Committees

Section 79 oversight committees have been constituted and are chaired by Councillors. The portfolio committee's primary responsibility is oversight of the executive arm of the

municipality's governance structure. Section 79 portfolio committees monitor the delivery and outputs of the executive, and may request departments, to account for the outputs of their functions.

This governance model also separates Councillors, as public representatives, from those responsible for executive decision-making and day-to-day operations. Although the Section 79 portfolio committees play an oversight role, they do not have any decision-making powers. These committees are responsible for submitting matters to EXCO who then refer them to Council for adoption. The Section 79 portfolio committees and their Chairpersons are shown on Table 9.

Table 9: Portfolio Committees

| COMMITTEES | CHAIRPERSON |
|--|--------------------|
| Management Cluster | Cllr RF Sokhela |
| Technical Cluster | Cllr Sokhela |
| Social and Economic Development Cluster | Cllr NF Buthelezi |
| Municipal Public Accounts Committee (MPAC) | Cllr SM Ndlovu |
| SUB – COMMITTEES | |
| Credit Control | Cllr NF Buthelezi |
| Local Labour Forum | Municipal Manager |
| Informal Traders | Cllr S Nkuna |
| Valuation | Cllr SK Pillay |
| Audit Committee | Vacant |
| Land Fill Site Monitoring | Cllr Mthalane |
| Interim Finance Committee | Cllr Sokhela |

The portfolio committees are made up of Councillors drawn from all elected political parties within the municipality.

Executive Committee

In keeping with the requirements of the Constitution, the Executive Committee was constituted based on proportional representation, giving the following membership to political parties represented in Council:

African National Congress – 2

Democratic Alliance - 1

The Mayor of uMngeni Municipality, Cllr R.S Sokhela, assisted by other council members' heads the executive arm of the municipality. The Mayor is at the centre of the system of governance, since executive powers are vested in his to manage the day-to-day affairs of the municipality. He has an overarching strategic and political responsibility.

The Executive Committee conducts meetings at least once a month with additional special meetings being convened as and when necessary.

Council

The current municipal Council was elected as part of the last local government elections that took place in August 2016. The Council comprises of 23 Councillors, constituted from 12 Ward Councillors and 10 proportional representation (PR) Councillors. Parties and gender representation in Council are illustrated in Table 10 below.

Table 10: Political Parties

| Party | Total Seats | Ward Seats | PR Seats | Gender |
|---------------------------|-------------|------------|----------|------------|
| African National Congress | 13 | 8 | 2 | F=4 M=9 |
| Democratic Alliance | 10 | 4 | 6 | F=6 M=4 |

The Council receives monthly reports to exercise its executive powers, including quarterly and annual reports on the exercise of delegations and overall performance, from the Mayor and Executive Committee. Council convenes at least once a month and holds special meetings as and when required.

3.2.2 Powers and Functions

The municipality currently performs all its mandated Powers and Functions as stated in the Constitution. The municipality functions are listed in Table 11 and as indicated some of the functions are shared with other organs of state. The municipality has the function to provide electricity in some areas whilst Eskom provides for most of the municipal areas.

The Hilton area is in a unique situation because it falls within the jurisdiction of uMngeni Municipality however the Msunduzi Municipality is the electricity distributor as the area is connected to the adjoining municipality's electricity grid. As much as some of the functions listed below are performed by other organisations however the municipality plays a critical role in the rendering of those services to communities through co-ordination.

Table 11: Functions

| FUNCTION | AUTHORITY RESPONSIBLE |
|--------------------------------|---|
| 1. Air Pollution | UMDM |
| 2. Building Regulations | uMngeni Municipality |
| 3. Childcare | uMngeni Municipality |
| 4. Electrical Reticulation | Eskom / Msunduzi Municipality / uMngeni Municipality |
| 5. Fire Prevention and Control | UMDM |
| 6. Local Tourism | uMngeni Municipality / UMDM / Tourism Association |
| 7. Municipal Planning | uMngeni Municipality supported by UMDM has a level shared services model for planning |
| 8. Municipal Health Services | Province coordinate at District level |
| 9. Municipal Public Transport | uMngeni Municipality |
| 10. Harbors and Ferries | Not applicable |

| FUNCTION | AUTHORITY RESPONSIBLE |
|--|------------------------------|
| 11. Storm water Management | uMngeni Municipality |
| 12. Trading Regulations | uMngeni Municipality |
| 13. Water and Sanitation | UMDM / DWA |
| 14. Bill Boards and Public Advertising | uMngeni Municipality |
| 15. Cemeteries, Funeral Parlors and Crematoria | uMngeni Municipality |
| 16. Cleaning and Maintenance | uMngeni Municipality |
| 17. Control of Public Nuisances | uMngeni Municipality |
| 18. Control of Undertakings that sell liquor | uMngeni Municipality |
| 19. Animal Care, Burial and Pounds | uMngeni Municipality / SPCA |
| 20. Fences and Fencing | uMngeni Municipality |
| 21. Licensing of dogs | uMngeni Municipality |
| 22. Food Licenses | uMngeni Municipality |
| 23. Local Amenities | uMngeni Municipality |
| 24. Local Sports Facilities | uMngeni Municipality |
| 25. Street Lightening | uMngeni Municipality |
| 26. Markets | uMngeni Municipality |
| 27. Municipal Parks and Recreation | uMngeni Municipality |
| 28. Municipal Roads | uMngeni Municipality |
| 29. Noise Pollution | UMDM |
| 30. Public Places | uMngeni Municipality |
| 31. Refuse Removal and Solid Waste | uMngeni Municipality |
| 32. Street Traders | uMngeni Municipality |
| 33. Traffic and Parking | uMngeni Municipality |

3.2.3 Organisational Structure

The municipality has a Council approved organisational structure that aligns to the long-term development plans of the municipality as well as the Powers and Functions outlined above. Figure 3.2.3 below is a high level municipal structure reflecting institutional arrangements for all the key functions.

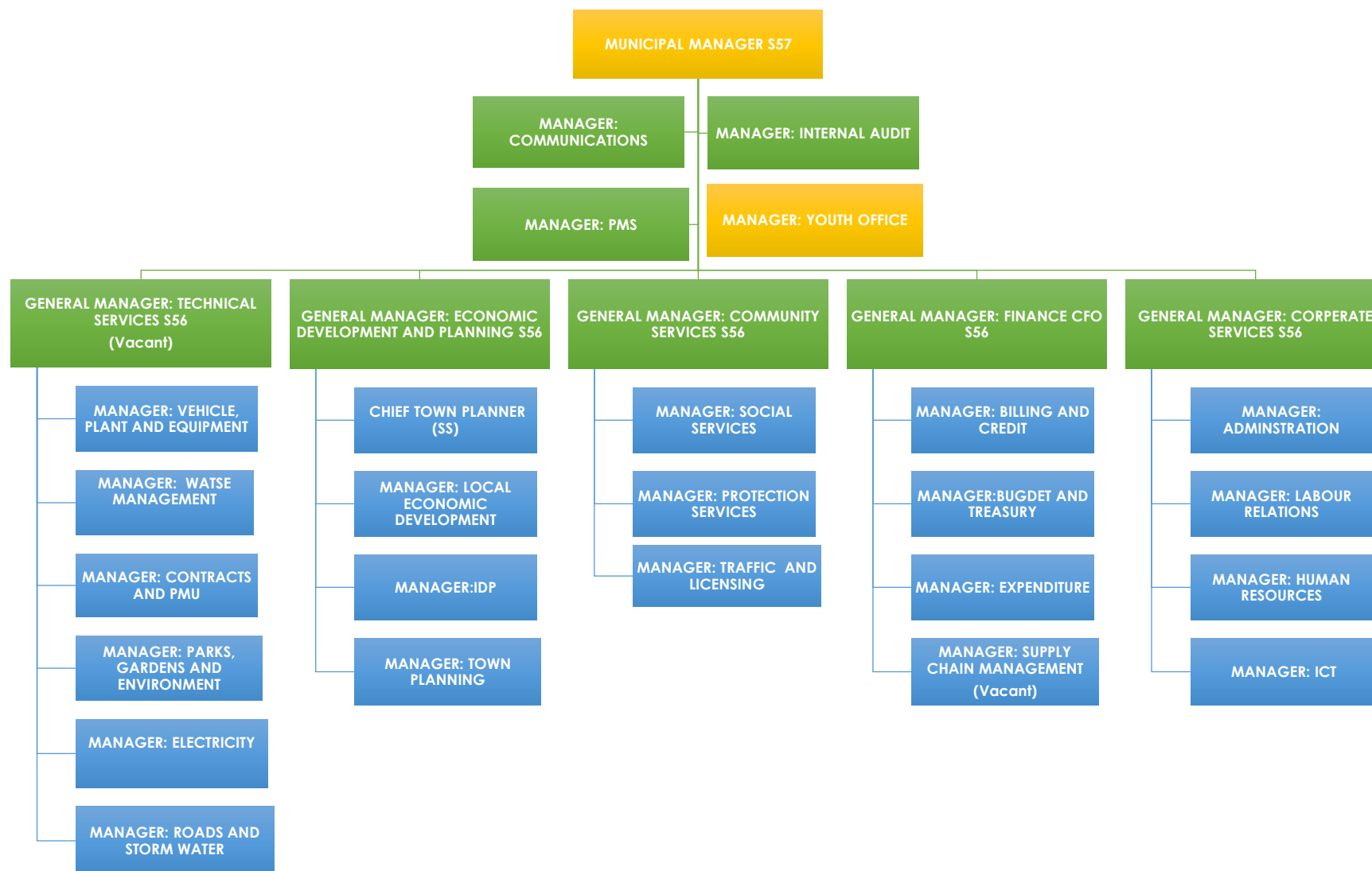


Figure 3.2.3: Municipal High-Level Structure

3.2.4 Municipal Institutional Capacity and Status of Critical Posts

The municipality has capacity at a senior management and middle management for the management of the municipality at a strategic level however there's a high vacancy rate in the lower level positions especially in the Technical Services department. Table 12 covers employment details over the last three financial years.

Table 12: Employment Details

| UMNGENI LM | 2017/18 | 2016/17 | 2015/16 |
|---|---------|---------|---------|
| Employment Details | | | |
| Total Employee Positions | 457 | 455 | 489 |
| Total Vacant Employee Positions | 107 | 108 | 154 |
| Total Vacancy Percentage | 23.41% | 23.74% | 31.49% |
| Managerial Positions - S56 & S57 | 6 | 5 | 6 |
| Vacant Managerial Positions - S56 | 1 | 2 | 3 |
| Managerial Positions - by organogram | 23 | 23 | 23 |
| Vacant Managerial Positions - by organogram | 1 | 3 | 3 |
| Community and Social Service Positions | 48 | 48 | 38 |
| Vacant Community and Social Service Positions | 4 | 4 | 4 |
| Finance and Administration Positions | 122 | 122 | 122 |
| Vacant Finance and Administration Positions | 19 | 19 | 25 |
| Electricity Positions | 1 | 1 | 1 |
| Vacant Electricity Positions | 0 | 1 | 1 |
| Environmental Protection Positions | 1 | 1 | 1 |
| Vacant Environmental Protection Positions | 0 | 0 | 0 |
| Health Positions | 0 | 0 | 1 |
| Public Safety Positions | 23 | 23 | 23 |
| Vacant Public Safety Positions | 8 | 8 | 7 |
| Road Transport Positions | 56 | 56 | 56 |
| Vacant Road Transport Positions | 14 | 14 | 15 |
| Sport and Recreation Positions | 5 | 5 | 5 |
| Vacant Sport and Recreation Positions | 1 | 1 | 1 |
| Waste Management Positions | 33 | 33 | 33 |
| Vacant Waste Management Positions | 9 | 10 | 11 |
| Other Positions | 138 | 138 | 177 |
| Vacant Other Positions | 50 | 50 | 86 |

The position of the Municipal Manager was vacant for quite some time which proved to be a deterrent in the provision of effective administration *albeit* the post having been filled in an acting capacity by different personnel over a long period. The municipality has finally completed the filling of the post of Municipal Manager as of 01 December 2017. The position of General Manager for Technical Services is now vacant due to the untimely death of the person who had been in the position for a long time. Plans to fill this critical vacancy is underway.

3.2.5 Human Resources Development

Human resource development is one the main prerequisite for the effective running of a municipality and its importance should not be underestimated. The rapid transformation of municipalities has also placed renewed emphasis on the employees in municipalities to be capacitated with the required competencies to meet the ever-increasing demands of communities. This by implication means that human resources should be managed well to curb poor human resource development record. Human resource development is a fundamental component of human resource management and to this end, the municipality has completed the development and adoption by council of the Human Resources Development Strategy.

The Human Resources Development Strategy addresses the link to the strategic requirements of the IDP by identifying the skills shortages, training, capacity building, relevant policies and shared services.

Labour Relations

The management of municipal labour relations between the employer and the employees is addressed for the purpose of providing effective and efficient services within the municipal area of jurisdiction which is governed by labour legislation e.g. labour Relations Act 66 of 1995, Basic Conditions of Employment Act 75 of 1997, Employment Equity Act 55 of 1998, skills development Act 97 of 1998, Skills Development Levies Act 9 of 1999, Occupational Health and Safety Act 85 of 1993 and Compensation for Occupational Injuries and Diseases Act 130 of 1993.

One of the key functions of the Labour Relations Section is to conduct induction programmes to new and old employees within the municipality. The relationship between the employer and the employees is based on the terms and conditions of employment contract. It is important that employees are also made aware of the provisions of Health and Safety related legislations.

Staff Induction

Induction is an important tool used in a planned way to assist new employees to adapt to their job, their fellow employees and the organisation. It also helps them to be productive and feel welcomed. Induction training programmes are rendered to all newly employed and old employees regarding the municipality's systems and procedures and the code of conduct for the staff. This also encompasses compliance of staff with the Bargaining Councils Collective Agreement and other applicable labour legislation e.g. Disciplinary Code and Grievance Procedure Collective Agreement and Minimum Essential Services Agreement which ensures

that a certain number of employees will provide services to our community during the strike to protect the lives of the people.

Labour Policy Development

A Recruitment and Selection Policy has been evolved which is in line with Employment Equity and which ensures that the imbalances of the past are addressed. This has been done through identifying barriers and under representation of previously disadvantaged group to all occupational categories and levels thereby promoting equal opportunities and elimination of unfair discrimination, and progressively reducing disproportionate income differentials, as well as to achieve a diverse workforce broadly representative of the people.

Other policies developed include an Abscondment Policy which is a useful tool in managing and controlling absenteeism, and the Succession Planning and Career Pathing Policy which will ensure the continuity of suitably qualified staff in key posts for the future. Career paths for individual staff members are developed to assist them in their career advancement, creating more enthusiasm and productivity in their jobs.

Employee Wellness Programme

The municipality developed an Employee Wellness Programme Policy which was adopted on 27 September 2018. The purpose of this Policy is to develop an Employee Assistance Programme to promote the mental, social health and wellbeing of all employees and to create a working environment that is conducive for the effective and efficient delivery of services. The EAP in the municipality was strengthened by the appointment of an EAP Officer in 2016 who has been responsible for the implementation of the EAP Policy.

The EAP is a work site-based intervention programme that is aimed at assisting the organisation in the early identification and resolving of employees personal and work-related problems, which may adversely affect their level of performance and productivity. Since the implementation of the EAP, three core interventions have been identified, including ill health, substance abuse and financial management.

Employment Equity Plan

In compliance with Employment Equity Act 55 of 1998, Chapter III of Section 20 (1) which states that a designated employer must prepare and implement an Employment Equity Plan which will achieve reasonable progress towards employment equity in the employer's workforce, the municipality has in this regard developed such a plan.

The deployment of a representative work force with uMngeni Municipality is the ultimate goal of the EEP. Diversity is also embraced and valued as a key differentiator to establish and maintain a harmonious and non-racial work environment.

Employment Equity Plan is at the core of uMngeni Municipality's commitment to implement employment equity as well as affirmative action in all occupational categories and levels of its workforce. Operational and management strategies will be deployed to enable the municipality to achieve the goals and targets.

As reflected in Table 13, most of the municipal workforce is predominantly African accounting for 83.6 percent of the staff complement followed by Indians at 6.7 percent, Whites at 5.3 percent and lastly, Coloured people at 4.1 percent respectively. This workforce profile shows a correlation with the municipal population groups which is predominantly African in nature. There is however a mismatch in terms of percentages of the total White population (19 percent) residing in the municipality compared to the numbers of those working for the municipality at approximately 6.7 percent.

| Numerical Goals & Targets | Workforce Profile | | | | | | | | Total |
|---|-------------------|----------|----------|----------|-----------|----------|----------|----------|-----------|
| Occupational Categories | Male | | | | Female | | | | |
| Including PWD | A | C | I | W | A | C | I | W | Total |
| EAP | 36.3% | 0.7% | 1.9% | 9.2% | 38.6% | 0.8% | 1.8% | 10.2% | 100% |
| Workforce Profile | 44.3% | 2.4% | 2.1% | 2.1% | 39.3% | 1.7% | 4.6% | 3.2% | 100% |
| Actual Permanent Workforce | 125 | 7 | 6 | 6 | 111 | 5 | 13 | 9 | 282 |
| 2016/2017 Target | 102 | 2 | 5 | 26 | 109 | 2 | 5 | 29 | 282 |
| EEAD | -5 | -1 | 0 | 5 | -1 | -1 | -2 | 5 | 0 |
| Top Management | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 4 |
| Goal 2012/2013 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 4 |
| Goal 2013/2014 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 4 |
| Goal 2014/2015 | 2 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 4 |
| Goal 2015/2016 | 2 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 4 |
| Target 2016/2017 | 2 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 4 |
| Senior Management | 14 | 2 | 1 | 2 | 3 | 0 | 0 | 3 | 25 |
| Goal 2012/2013 | 14 | 2 | 1 | 2 | 3 | 0 | 0 | 3 | 25 |
| Goal 2013/2014 | 13 | 1 | 2 | 2 | 3 | 0 | 1 | 3 | 25 |
| Goal 2014/2015 | 12 | 1 | 2 | 3 | 3 | 0 | 1 | 3 | 25 |
| Goal 2015/2016 | 11 | 1 | 1 | 3 | 4 | 1 | 1 | 3 | 25 |
| Target 2016/2017 | 11 | 1 | 1 | 3 | 4 | 0 | 1 | 4 | 25 |
| Prof. Qualified & Experienced Specialist & Mid Management | 19 | 2 | 3 | 1 | 15 | 1 | 8 | 0 | 49 |
| Goal 2012/2013 | 19 | 2 | 3 | 1 | 15 | 1 | 8 | 0 | 49 |
| Goal 2013/2014 | 18 | 2 | 2 | 1 | 15 | 1 | 7 | 3 | 49 |
| Goal 2014/2015 | 17 | 2 | 2 | 3 | 15 | 1 | 6 | 3 | 49 |
| Goal 2015/2016 | 16 | 2 | 2 | 4 | 15 | 1 | 5 | 4 | 49 |
| Target 2016/2017 | 16 | 0 | 2 | 4 | 16 | 1 | 2 | 8 | 49 |
| Skilled Technician & academic qualified, foremen & Supervisors | 29 | 1 | 0 | 1 | 35 | 4 | 5 | 6 | 81 |
| Goal 2012/2013 | 29 | 1 | 0 | 1 | 35 | 4 | 5 | 6 | 81 |
| Goal 2013/2014 | 28 | 1 | 1 | 1 | 36 | 3 | 4 | 7 | 81 |
| Goal 2014/2015 | 27 | 1 | 1 | 3 | 36 | 2 | 3 | 8 | 81 |
| Goal 2015/2016 | 26 | 1 | 1 | 5 | 36 | 1 | 2 | 9 | 81 |
| Target 2016/2017 | 25 | 0 | 1 | 6 | 41 | 0 | 1 | 7 | 81 |
| Semi-Skilled & Discretionary Decision Making | 14 | 1 | 1 | 0 | 2 | 0 | 0 | 0 | 18 |
| Goal 2012/2013 | 14 | 1 | 1 | 0 | 2 | 0 | 0 | 0 | 18 |
| Goal 2013/2014 | 12 | 1 | 1 | 1 | 2 | 0 | 0 | 1 | 18 |
| Goal 2014/2015 | 12 | 1 | 1 | 1 | 2 | 0 | 0 | 1 | 18 |

| Numerical Goals & Targets | Workforce Profile | | | | | | | | Total |
|--|--------------------------|----------|----------|-----------|---------------|----------|----------|-----------|--------------|
| Occupational Categories | Male | | | | Female | | | | |
| Including PWD | A | C | I | W | A | C | I | W | Total |
| Goal 2015/2016 | 11 | 1 | 1 | 0 | 2 | 1 | 0 | 2 | 18 |
| Target 2016/2017 | 9 | 1 | 1 | 1 | 1 | 1 | 1 | 3 | 18 |
| Unskilled & Defined decision making | 47 | 1 | 1 | 0 | 56 | 0 | 0 | 0 | 105 |
| Goal 2012/2013 | 47 | 1 | 1 | 0 | 56 | 0 | 0 | 0 | 105 |
| Goal 2013/2014 | 46 | 1 | 1 | 2 | 52 | 0 | 0 | 3 | 105 |
| Goal 2014/2015 | 45 | 1 | 1 | 3 | 50 | 0 | 0 | 5 | 105 |
| Goal 2015/2016 | 44 | 1 | 1 | 6 | 45 | 0 | 1 | 7 | 105 |
| Target 2016/2017 | 39 | 0 | 0 | 11 | 46 | 0 | 0 | 7 | 103 |
| | | | | | | | | | |
| Final Total Permanent @ 2017 | 102 | 2 | 5 | 26 | 109 | 2 | 5 | 29 | 280 |

Table 13: EEP Target and Goals

3.2.6 Information Communication Technology

Recently the Auditor General and the State Security Agency have taken a serious approach in ensuring that Government ICT assets are not only protected but that the infrastructure is stable and compliant to both national and international standards moreover in the light of recent cyber-attacks.

To ensure that the municipality has a stable, secure and compliant ICT environment, the municipality will be reviewing the current ICT Master Systems Plan which was developed and adopted in 2014 in order to respond to the IDP priorities. The following projects have been implemented since adoption of the MSP in 2014:

- Upgrading standardizing of Legacy Computer Systems
- Implementation of Automated Leave Management System
- Automated Council Agenda Distribution
- Deployment of a contract Management System
- Labour Law Management System
- Implementation of Office 365
- Compliant Municipal Website
- Access to Information – Deployment of Wi-Fi Hot Spots at Main Offices

3.3 SWOT Analysis – Transformation and Organisational Development

Table 14: Transformation and Organisational Development SWOT Analysis

| STRENGTHS | WEAKNESSES |
|---|--|
| <ul style="list-style-type: none">▪ The municipality has an existing organisational structure▪ The municipality has existing policies that guide the function of the municipality▪ There is a functional Information Technology Unit▪ The collective agreements with the bargaining council are in place▪ There are clear roles and responsibilities in municipal departments▪ Batho Pele is provided as a framework for customer satisfaction | <ul style="list-style-type: none">▪ There's lack of financial resources to fill vacant posts▪ There is shortage of staff▪ There is lack of office space▪ Some Lease Agreements are not in place▪ There is poor record keeping▪ There is lack of capacity within human resources to adequately deal with the provision of the necessary support to staff▪ Poor staff morale▪ Non-compliance to organisational structure▪ Lack of leadership, supervision and other departmental support |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none">▪ Improving the organisational structure to be more responsive to service delivery issues | <ul style="list-style-type: none">▪ Lack of capacity to meet service delivery needs might lead to service delivery protest |

| | |
|--|--|
| <ul style="list-style-type: none"> ▪ Better implementation and monitoring of policies ▪ Increase the institutionalization of Batho Pele ▪ Improving communications ▪ Improved working systems in revenue collection ▪ Filling of vacant posts to improve service delivery ▪ Setting up of a municipal wide record management system in line with current ICT solutions ▪ Implementation of Employee Assistance Programme Policy | <ul style="list-style-type: none"> ▪ Loss of municipal records due to poor record systems in place ▪ Cyber attacks |
|--|--|

4. SERVICE DELIVERY AND INFRASTRUCTURE ANALYSIS

4.1 Water and Sanitation

The uMgungundlovu District Municipality is the Water Services Authority responsible for the provision of potable water and sanitation within the municipality. The municipality has bulk water pipelines and reservoirs that connect the various communities and business with water supply. Some of the reservoirs are located within Msunduzi Municipality but feed areas in the uMngeni Municipality i.e. Hilton. The district WSDP was last reviewed in 2017 and has an adopted O&M plan. The reviewed plan is currently being implemented within uMngeni Municipality in project like the Asbestos Cement Pipe Replacement in Hilton and provision of water supply in areas in KwaChief, Enguga, Mashingeni, KwaHaza and KwaNxamala. The link

It must be noted that through the IGR structures i.e. IDP Representative Forum, UMDM IDP Sub-Cluster, the municipality coordinate its development activities with uMgungundlovu District Municipality, uMgeni Water and the Department of Water and Sanitation in order to ensure effective planning and provision of water and sanitation for all municipal stakeholders.

Link to UMDMD WSDP – http://www.umdm.gov.za/Official_Site/index.php/access-to-info/media-room/notice/public-notice-community-comments-on-draft-water-services-development-plan-wsdp-of-umgungundlovu-district-municipality

Water

Bulk and Access to Water Supply

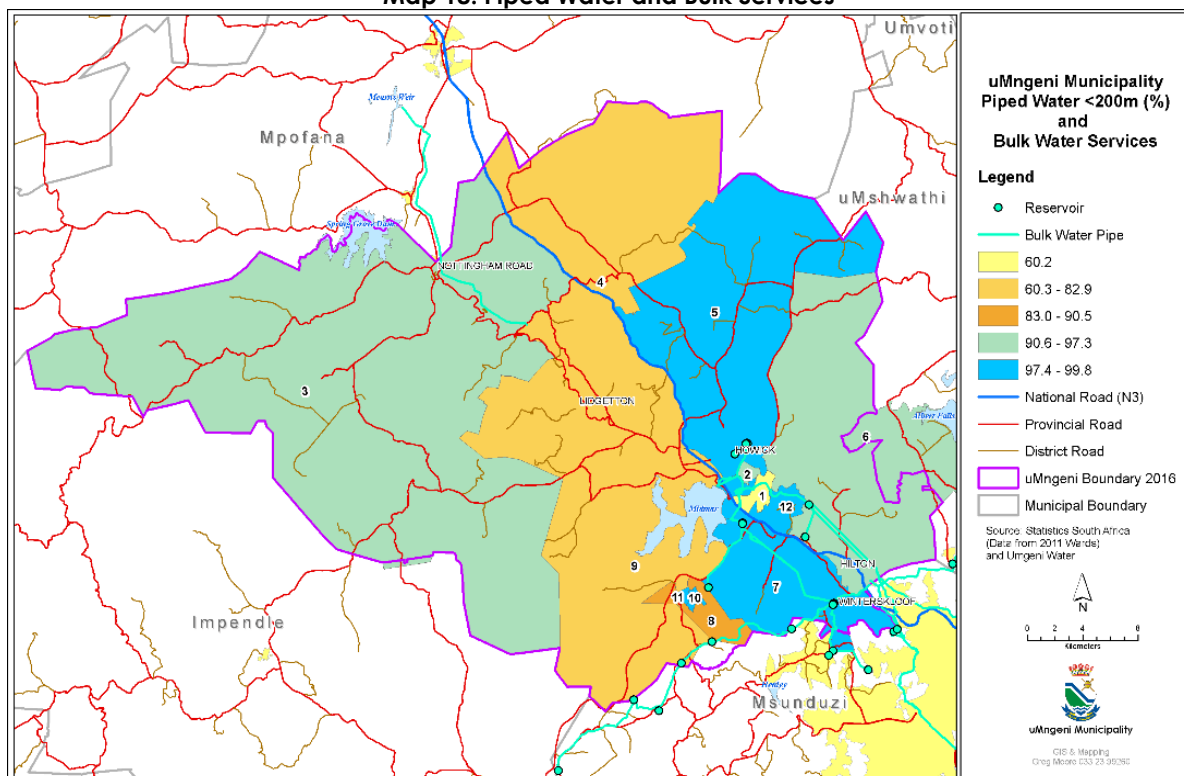
The municipality has several surface water sources in the form of dams and river tributaries. The Mgeni scheme consisted of a 3m high weir and a pump station at Mearns on the Mooi River, a 13.3 km long, 1400mm diameter steel rising main to a break pressure tank situated at

Nottingham Road and an 8.3km long 900mm diameter steel gravity main to an outfall structure on the Mpofana River. The emergency scheme was operated for a short period until the drought broke and was then mothballed until 1993 when Umgeni Water recommissioned it for a short period again during a drought cycle. Since then the Mearns Emergency Transfer Scheme was operated as and when required until the commissioning of the Mooi-Mgeni Transfer Scheme (MMTS- 1) in 2003. The bulk water system within UMngeni Municipality is however considered to be a challenge. Midmar WTP currently has a design capacity of 250 Mℓ/day. The WTP can operate more than this capacity during short peak demand periods. Capacity upgrade of 375 Mℓ/day is expected towards the end of 2017.

The municipality has made positive progress in terms of having households with water supply. As depicted in map 16 below, Ward 5, 7, 10, 11 and 12 have the highest access to piped water within 200m of households with over 97 percent connected. These are mostly in the urban areas of the municipality including Mpophomeni, Hilton, Howick and Winterskloof. Many of the wards are well connected with water supply whilst Ward 1 has the lowest connection to piped water within 200m. This is the poverty-stricken ward which consist of mostly informal settlements at Shiyabazali.

To have effective planning practices, the municipality regularly engages the district municipality on water and sanitation requirements from a projects level to development planning applications.

Map 18: Piped Water and Bulk Services

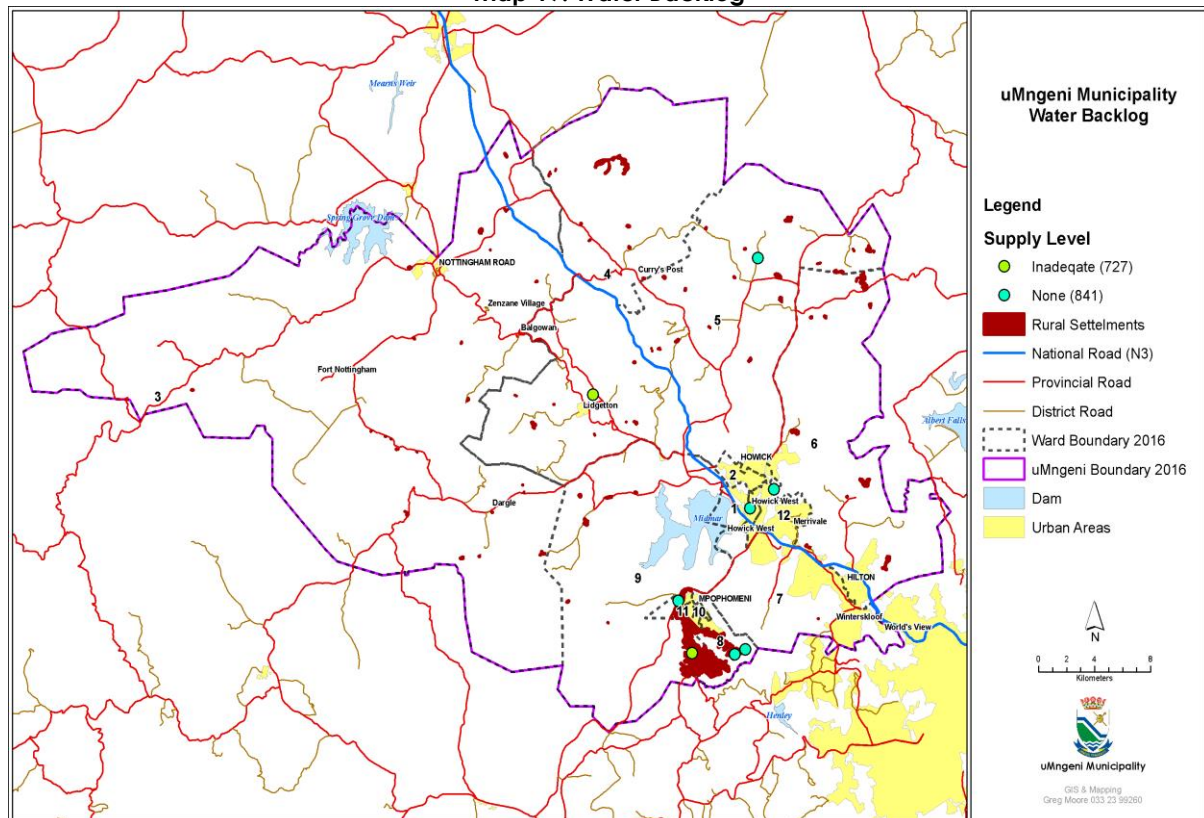


The communities that are falling short in having water supply are listed in the table 15 below. The communities identified are either located in rural areas or tribal areas whilst others are informal settlements. Table 15 below provides a summary of the areas identified with greatest requirement for water of which the district as the WSA is aware of and have made the necessary arrangements to address the backlogs as part of it WSDP. It must be noted that at the compilation of this document the details contained hereon Table 15 had not yet been updated.

Table 15: Water Supply Access

| Communities largely without a water supply | | |
|---|----------------|--------------------------|
| Ward | Area | No. of households |
| 1 | Shiyabazali | 191 |
| 5 | Triandra | 37 |
| 8 | Mashingeni | 147 |
| 9 | Enguga | 80 |
| 8 and 9 | KwaChief | 333 |
| 12 | Thokoza | 53 |
| Total | | 841 |
| Communities with inadequate water supply and requires expansion or upgrade | | |
| Ward | Area | No. of households |
| 4 | Lutchmans Farm | 83 |
| 9 | KwaHaza | 644 |
| Total | | 727 |
| Overall Total | | 1568 |

Map 19: Water Backlog



Sanitation

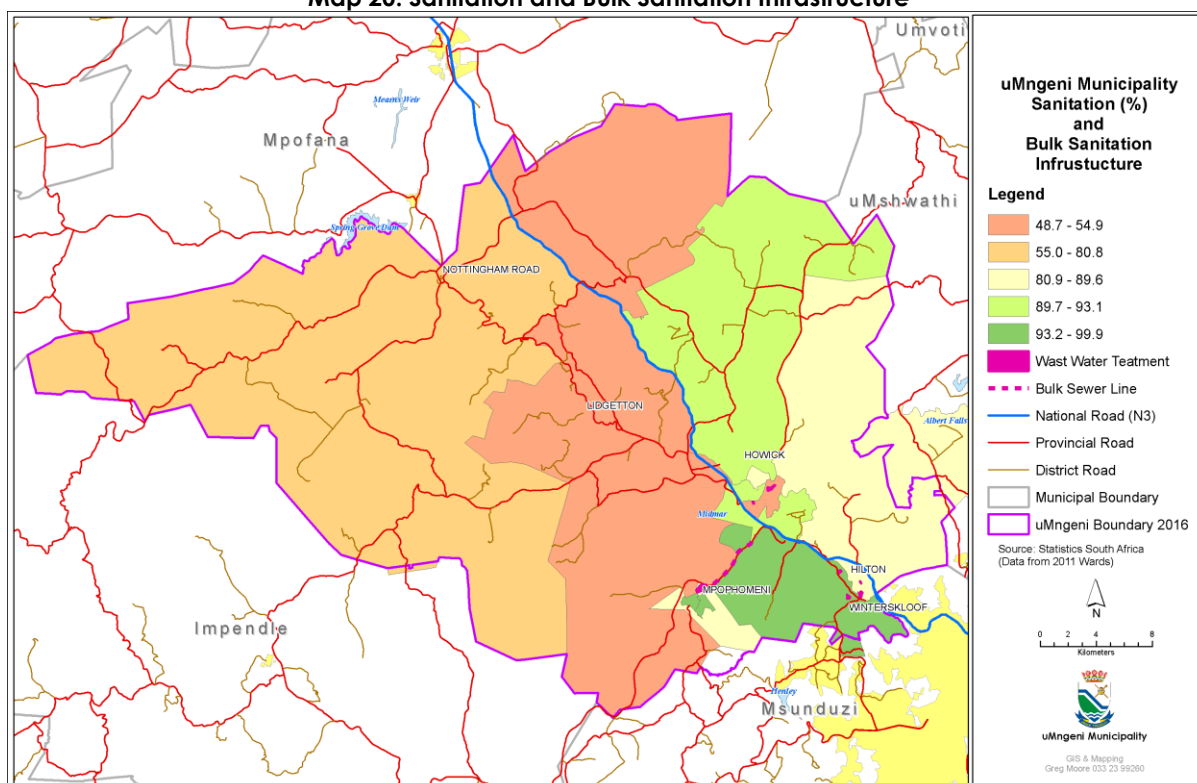
Bulk and Access to Sanitation

The Mpophomeni Sanitation Scheme was approved by the Department of Water Affairs and includes a 6 Ml/day treatment works for Mpophomeni, Khayelisha and 25% spare capacity for future expansion. The site has space to at least double its treatment capacity with infrastructure to deliver sewage from Khayelisha and to two new main sewers within Mpophomeni plus some other smaller sewer refurbishments that will eliminate identified sewage pollution within the township.

The uMgungundlovu District Municipality provides wastewater treatment services for the municipality at the Howick Waste Water Works (WWW). A large pump station at the Mpophomeni WWW site and a set of six smaller pump stations in Howick transfer wastewater for treatment at Howick WWW. Umgeni Water has a management contract with uMgungundlovu District Municipality to operate this WWW on their behalf.

Howick WWW has a design capacity of 6.8 Ml/day and is currently treating on average 5.8 Ml/day. Mechanical dewatering equipment installed in 2013 has alleviated operational problems to a degree but the works still has capacity problems during peak periods. If additional treatment capacity is required, the WWW will have to be upgraded.

Map 20: Sanitation and Bulk Sanitation Infrastructure



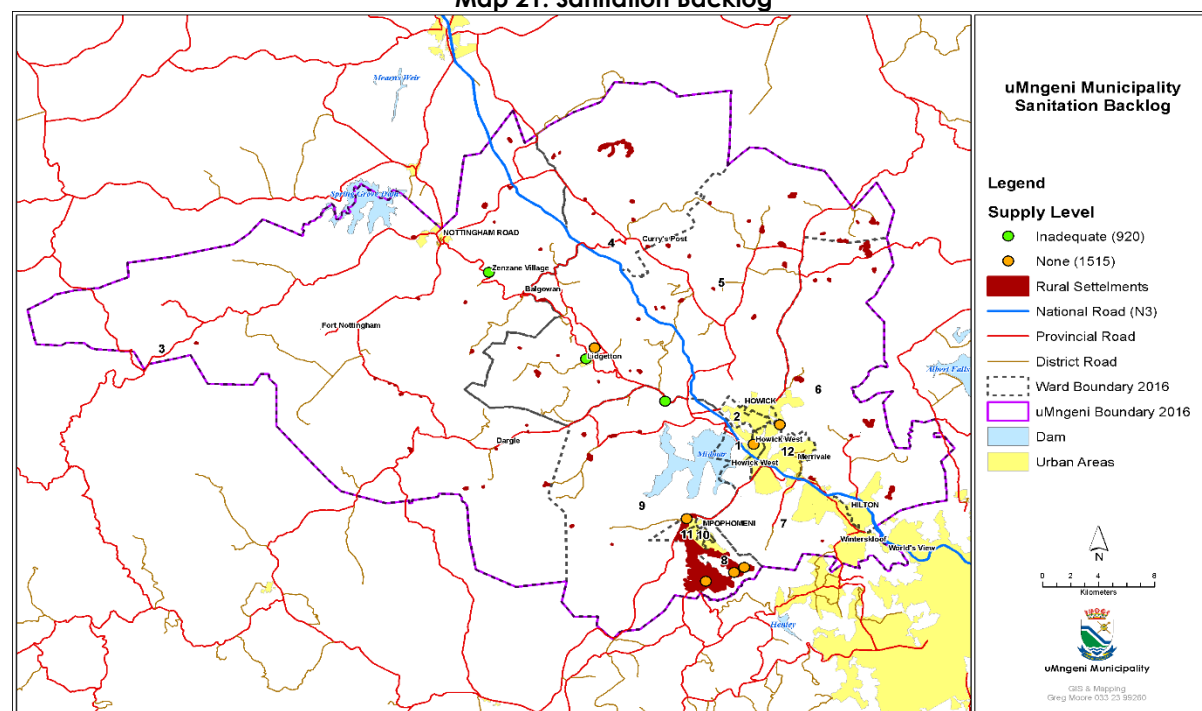
The areas of Mpophomeni, Hilton, Howick and Winterskloof have the highest access to sanitation with over 80 percent with access whilst areas of Lidgetton and Nottingham Road have the lowest levels of access to sanitation. Most of the areas without proper sanitation are rural in nature whilst the informal areas in the urban zone also have the lowest access to proper sanitation.

Table 17 provides a summary of the areas identified with greatest requirement for sanitation of which the district as the WSA is aware of and have made the necessary arrangements to address the backlogs. It must be noted that at the compilation of this document the details contained here on Table 16 had not yet been updated.

Table 16: Sanitation Access

| Communities without or largely without a sanitation | | |
|---|----------------|-------------------|
| Ward | Area | No. of households |
| 1 | Shiyabazali | 191 |
| 4 | Lutchmans Farm | 83 |
| 5 | Triandra | 37 |
| 8 | Mashingeni | 147 |
| 9 | Enguga | 80 |
| 9 | KwaHaza | 644 |
| Total | | 1515 |
| Communities with an inadequate sanitation which requires expansion or upgrade | | |
| Ward | Area | No. of households |
| 3 | Zenzani | 90 |
| 4 | Lidgetton | 626 |
| 7 | Shayansimbi | 109 |
| 9 | Lions River | 204 |
| Total | | 1029 |
| Overall Total | | 2544 |

Map 21: Sanitation Backlog



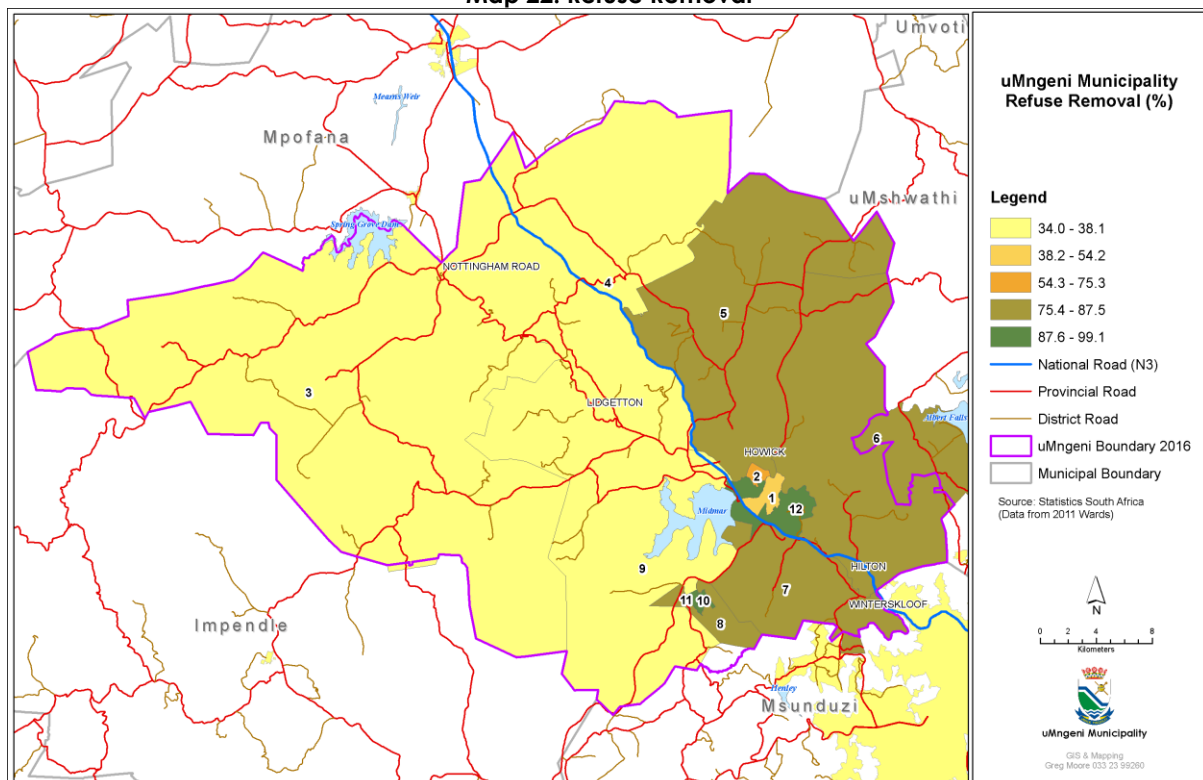
4.2 Solid Waste Management

As mentioned in the early part of this document, the uMngeni Municipality is responsible for the services of refuse removal and solid waste with a dedicated staff who work round the clock to ensure that the municipality is kept clean.

In terms of Section 11(4)(a) of the National Environmental Management: Waste Act (59 of 2008), all provincial and local authorities are required to compile an IWMP, submit it to the Council for approval, and include it in the local authority's Integrated Development Plan (IDP). The municipality has a Draft Integrated Waste Management Plan which still requires consultation with the relevant stakeholders and will be adopted during the next financial year. Some of the programmes underway form part of the draft IWMP document and have been incorporated because some have been ongoing and will continue to be implemented.

The waste collection covers over 75 percent of the households in the municipal area as of 2011, up from 56 percent in 2001. Due to increased capacity within the municipality since 2001, the collection rate on a weekly basis has increased by at least 50 percent whilst the number of households using communal dumps has remained relatively constant since 2001. The backlog in terms of households without access to municipal waste removal is approximately 30 percent.

Map 22: Refuse Removal



The urban and peri-urban areas have the highest collection rate of 75 percent to 87 percent whilst the more rural areas have a rate of 34 percent to 38 percent respectively. The areas with the highest collection rate are in ward 10, 11, 12 and 2. These areas have the highest densities and cover areas such as Mpophomeni, Hilton and Howick whilst the rural component has a lower rate due to the scattered settlement patterns. The low rate of refuse collection in ward 1 remains a concern as this is mainly an informal settlement which poses the highest risks of health hazards for the community.

The uMngeni Municipality has one registered and operational landfill site at Currys Post. This landfill site was permitted by the Department of Water Affairs and Forestry. Refuse is spread, compacted and covered daily. The municipality has a legal obligation to provide an enabling environment for recycling in terms of the National Domestic Waste Collection Standards. The Municipality needs to enable recycling through the provision of recycling facilities at transfer stations and drop-off centres and the use of public awareness campaigns to promote these facilities. The municipality has a recycling facility located at the Currys Post landfill site whilst also having further recycling facilities in Nottingham Road and in the Howick CBD.

4.3 Transportation Infrastructure

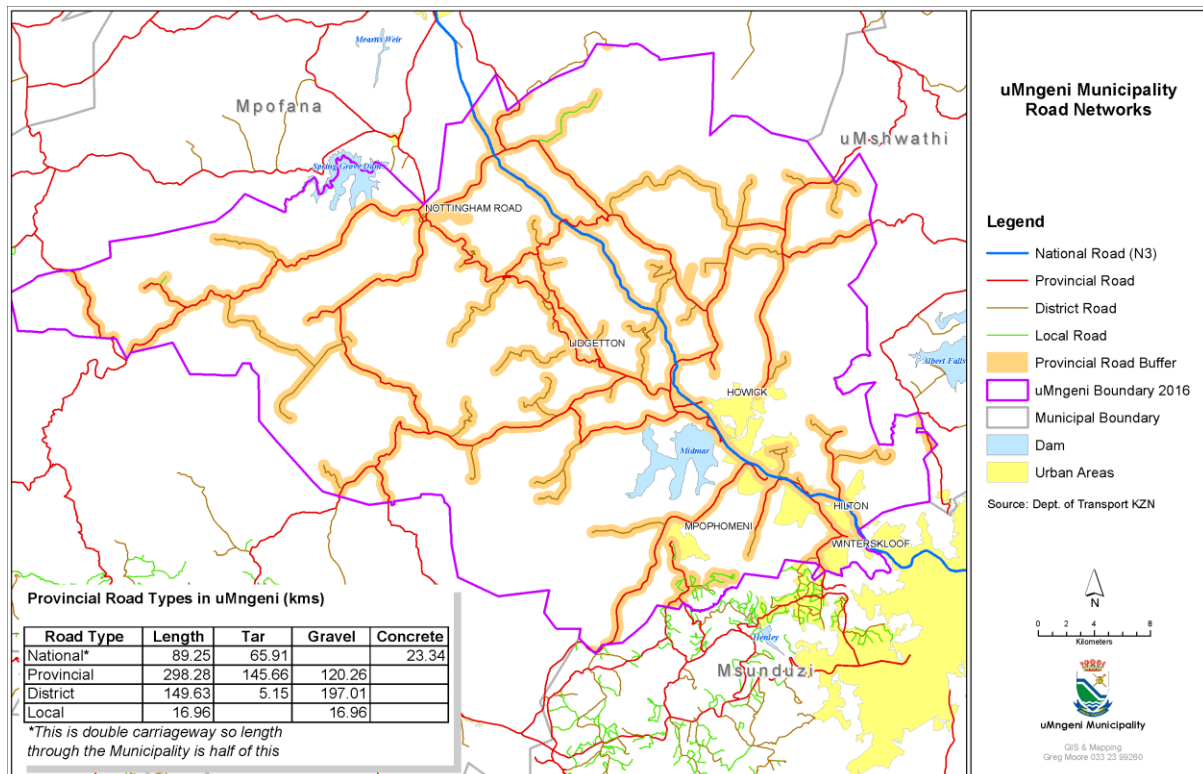
Transportation infrastructure has the potential to not only bridge the geographical divide but also provide communities with access to better socio-economic opportunities. To effectively understand and have improved transport planning, the municipality is required to develop an Integrated Local Transport Plan (ILTP) with the assistance from DOT. Currently, the municipality is yet develop the plan due to capacity and financial constraints.

The roads have been assessed in the context of their spatial network, road classification and road surface. The public transport infrastructure has also been assessed to obtain an understanding of our future needs. To effectively understand the transport infrastructure within the municipality, the development of an Integrated Transport Plan as legislated must be prepared.

Road Network

The road networks within uMngeni Municipality reflect a link of district and provincial (R103) roads with the National road (N3) which links the area with other local municipalities in the district and other important cities in South Africa like Johannesburg and Durban. The existing road network allows for easy access by the municipality to the different communities for service delivery purposes. Map 23 below depict on the transport routes within the municipality and the institutional responsibility for the infrastructure categorised as national, provincial, district and local road. The municipality is responsible for local access roads which are critical for service delivery purposes.

Map 23: Road Networks



Tar Road Condition Assessment

Figure 4.3 illustrate the condition of all tar roads within the municipality with rankings from very good to very poor. Based on the available data, many of the tar roads are in a fair condition which covers 460,056 m² of tar roads whilst approximately 279 m² is in poor to very poor condition. It is clear from the figure below that interventions are required to improve the state of tar roads within the municipality given the fact that good to very good tar roads are fewer in m². The majority of these tar roads are access roads located in the urban areas of the municipality and maintenance and resurfacing of such roads is a municipal function.

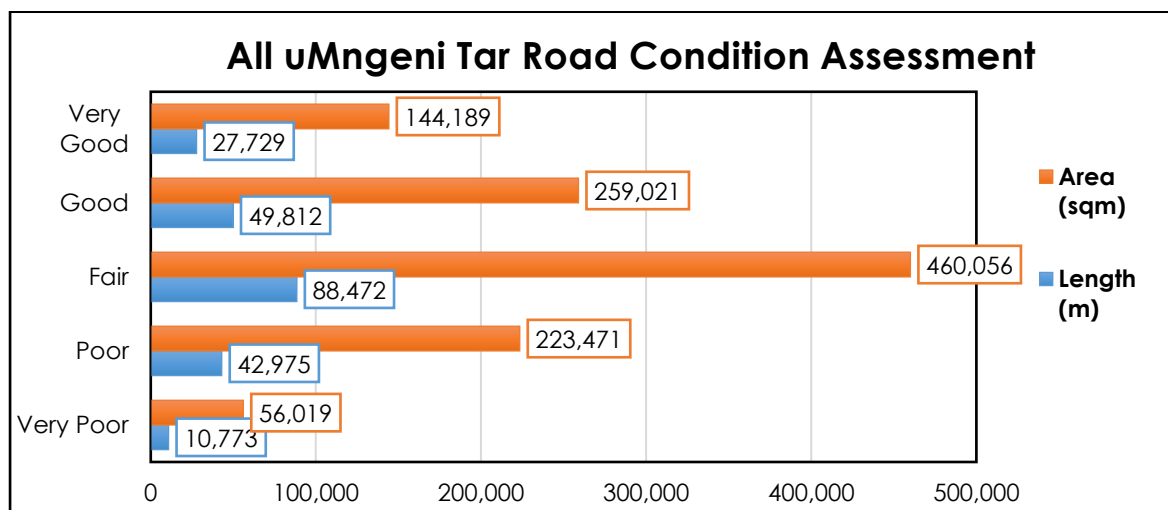


Figure 4.3: Tar Road Condition Assessment

The information provided on Figure 4.3 was compiled by firstly assessing the road conditions within the municipality which was then followed by visual condition index all done by specialist civil engineering Company. Through our GIS Unit, we were then able to classify the roads into three categories and have sufficient data to provide the cost related to rehabilitation.

The table below is an indication of the approximate cost value required for the municipality to rehabilitate the roads. The municipality must in the light of this assessment make provision in its budget for rehabilitating approximately of 381 m² of road.

Table 17: Road Repair Cost Value

| Rehabilitation (%) | Repair Area (m²) | Rehabilitation Cost per m² | Total Costs (R) |
|---------------------------|------------------------------------|--|------------------------|
| 100.0 | 62482 | R 220.00 | R 13,746,115.65 |
| 100.0 | 249256.3936 | R 200.00 | R 49,851,278.72 |
| 10.0 | 51313.93623 | R 350.00 | R 17,959,877.68 |
| 5.0 | 14445.4091 | R 350.00 | R 5,055,893.19 |
| 2.5 | 4020.642088 | R 350.00 | R 1,407,224.73 |
| | 381519 | | R 88,020,389.96 |

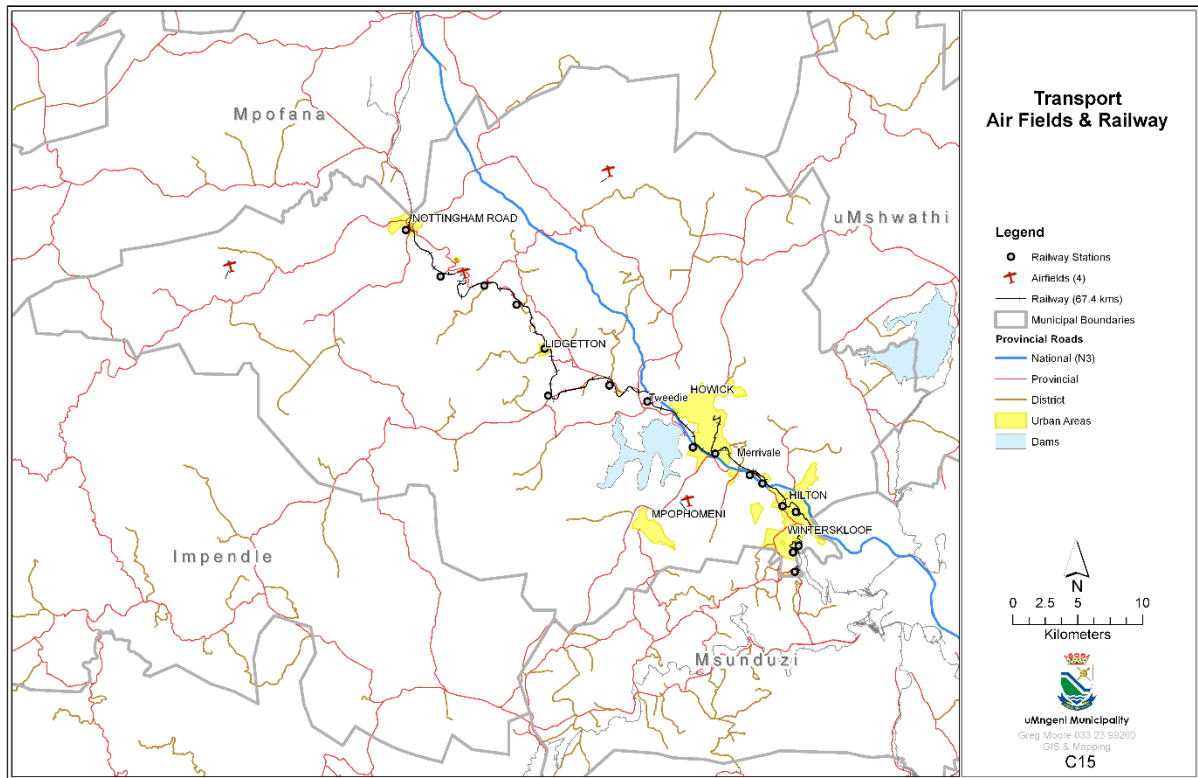
The municipality has in the 2018/2019 financial year made budget provision for the construction of roads and storm water whilst also making a provision for pothole repairs as outlined in the Capital Investment Plan. The municipality must also make budget provision for the provision of new roads and related infrastructure in all new social housing projects. The municipality has developed an Operational and Maintenance Plan with the focus on existing roads and storm water infrastructure. The budget for Repairs and Maintenance is utilised for the implementation of this plan.

Airfields and Railway

There is currently a 67km railway line that traverses the municipal area and has several stations which are in the order of 17 in all. These stations still have buildings but are currently not being utilised. These were previously used as station points for the delivery of goods within the municipality. The railway line provides an opportunity as an important economic route as the economy of the municipality expands. With the possibilities of the uMgungundlovu District envisaged to obtain a metro status at some point in the future, the railway line could be utilised as a commodity or commuter transport route linking the district to other important economic nodes in the region.

There are currently 4 airfields that can be found within the municipality, one of which is a public landing strip (Mpophomeni) and the other 3 are privately owned. These play a strategic role in the agricultural sector and for emergency purposes in case of disasters that may occur in the municipal area.

Map 24: Airfields and Railway

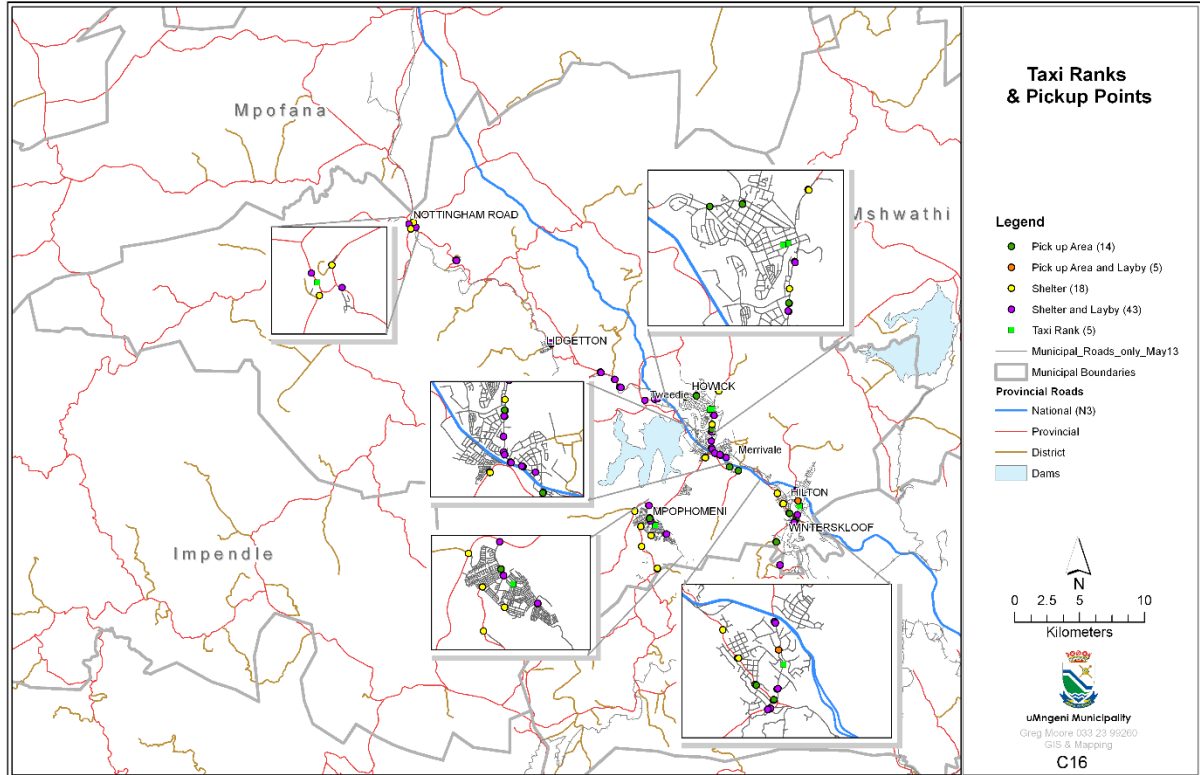


Taxi Ranks and Pickup Points

There is a total of five taxi rank facilities that are within the uMngeni Municipality located in Mpophomeni, Hilton, Nottingham Road and a further two in the Howick CBD. Four of the five taxi ranks are currently operational with one in the Howick CBD having been completed several years ago but due to dispute between the different taxi associations, has been left unused. This has resulted in a number of criminal activities being reported within the rank however there are advanced plans in place to acquire two parcels of land on the either side of the unused taxi rank owned by Public Works. This will allow for the expansion of the unused taxi rank and ultimately accommodate all the associations.

There are several shelters and pick up points throughout the municipality located within the different wards. The formalization of some pick up points is a priority as has been a request for taxi shelters.

Map 25: Taxi Ranks and Pick up Points



4.4 Energy

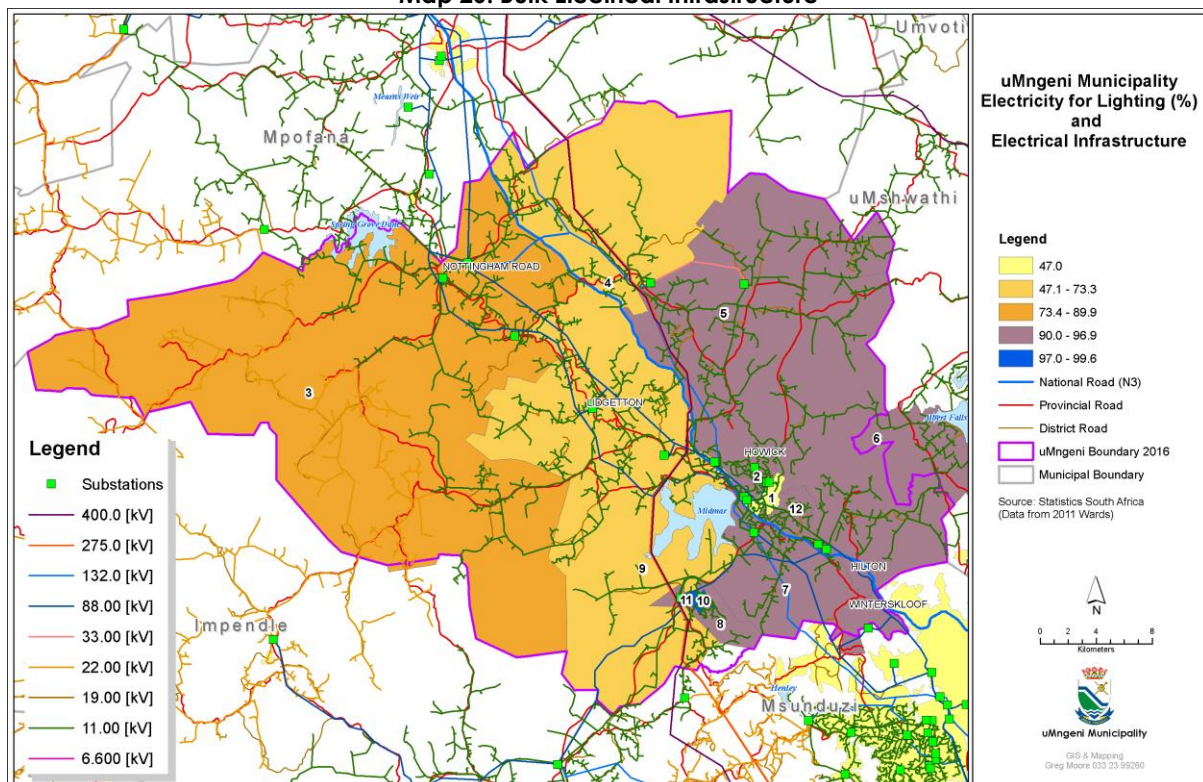
Schedule 4B of the Constitution lists electricity and gas reticulation as a local government responsibility and consequently also plays an important revenue source for local government. The municipality has recently appointed a Manager responsible for electricity which will go long way in assisting with the strategic planning of electricity projects. To this end, the municipality has developed an Electricity Plan inclusive of operations and maintenance. This plan was adopted with this IDP Review and is included in Chapter E of this document forming part of the Implementation Plan. Implementation of this plan will resume in the 2018/2019 financial year and contains execution of schedule 5.B projects funded by the Department of Energy.

Bulk Electricity

Electricity distribution is provided for by uMngeni Municipality in areas like Howick, Mpophomeni, Lidgetton, and Winterskloof whilst other areas are served by Msunduzi Municipality and Eskom. The Msunduzi Municipality is currently undertaking a project to change the conversional electricity to pre-pay in the Hilton area. The current reticulation network in uMngeni Municipality as illustrated in Map 26 shows the spatial location of the bulk electricity infrastructure in the different areas of the municipality.

Most of this bulk electricity infrastructure is owned by Eskom with the rest by the municipality. There is a total of 19 sub stations that supply electricity to the various areas which cover both the urban and rural components. Many of the urban areas are supplied from the substations located in their vicinity. The rural or farm areas get supply from the 275kv and 132kv lines spread throughout the municipality. The bulk electricity infrastructure which supplies the Hilton area falls within Msunduzi Municipality.

Map 26: Bulk Electrical Infrastructure



Electricity for Lighting

Most households in the municipality have electricity for lighting with a 58-percentage increase from 2001. There has been a significant increase in households using paraffin whilst there has been a decrease in households using other forms of lighting. Much of formal structures are supplied with electricity for lighting. The use of candles and paraffin is within areas where there are service backlogs. Rural communities experience electricity backlogs at times due to tenure rights where land is vested in private ownership. This sometimes makes it difficult for Eskom or the municipality to supply electricity to these communities if the application for electricity is not made by the land owner.

Ward 10 and 11 in Mpophomeni have the highest connection levels of electricity with over 97 percent of households connected whilst ward 1 has the lowest levels of electricity connection. The lowest levels of electricity connection are in farm rural areas.

4.5 Access to Community Facilities

Sustainable human settlements cannot be achieved without adequate social facilities that are differentiated according to varying development densities, community size, mobility levels and socio-economic variation. Table 18 shows the available community facilities per ward in the municipality. Most of facilities required by communities are mostly available in wards that could be defined as urban in nature where population densities are higher. The wards with the least facilities are in rural areas of the municipality. During Izimbizo meetings, communities have made request for the provision of facilities where they are in short supply and these have been communicated to relevant departments where the municipality is not the responsible authority.

Table 18: Community Facilities

| WARD | FACILITIES | | | | | | | | | | | | TOTAL |
|------------------|------------|---|----|---|------|------|------|---|------|----|----|----|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | |
| Crèche | 1 | 4 | 1 | 3 | 4 | 3 | 4 | 4 | 0 | 3 | 0 | 5 | 31 |
| Cemeteries | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 1 | 1 | 0 | 0 | 1 | 6 |
| Education | 1 | 2 | 14 | 7 | 4 | 8 | 3 | 3 | 5 | 1 | 4 | 4 | 56 |
| Fire Station | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Hall | 1 | 0 | 1 | 1 | 0 | 1 | 2 | 0 | 1 | 1 | 0 | 0 | 9 |
| Health | 2 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 6 |
| Library | 1 | 0 | 1 | 0 | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 5 |
| Magistrate Court | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 0 | 0 | 0 | 1 |
| Monument /Museum | 1 | 1 | 3 | 0 | 4 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 13 |
| Pension | 0 | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 1 | 0 | 4 |
| Police Station | 0 | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 4 |
| Sewerage Works | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 2 |
| Sport Facility | 4 | 2 | 1 | 0 | 0 | 0 | 2 | 3 | 0 | 1 | 0 | 1 | 15 |
| Theatre | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 |
| Tourist* | 0 | 0 | 1 | 0 | 1(1) | 1(3) | 1(2) | 0 | 1(4) | 0 | 0 | 0 | 4 |
| Water Works | 0 | 0 | 0 | 1 | 1 | 1 | 3 | 0 | 0 | 0 | 0 | 1 | 7 |

*1. Howick Falls, 2. Worlds View Viewing Site, 3. Karkloof Falls Viewing Site; 4. Nelson Mandela Capture Site & Mpophomeni Tourism Gateway

4.6 Human Settlements

Institutional Arrangements

To effectively plan for various housing developments, the municipality is required to improve the current Housing Sector Plan which is being reviewed for the first time since 2008.

The institutional arrangements for the co-ordination, monitoring and implementation of housing projects for the municipality is ensured by utilising various platforms. The municipal THINK Tank for example sit once a month and is a platform where service providers along with other organs of state provide feedback on the status of housing projects.

Other institutional arrangements especially for social housing projects is coordinated between the following municipal departments:

- Department of Community Services – the department has dedicated personnel who specifically deal with social housing related issues e.g. compilation of beneficiary list, processing the handing over of Title Deeds amongst other responsibilities
- Department of Economic Development and Planning – the department coordinate and processes the environmental and development planning applications related to housing projects in both the public and private sector.
- Department of Technical Services – the department plays a vital role in ensuring the delivery of houses to communities through project management.

Public Housing

According to the KZN Human Settlement Master Spatial Plan, for the period 1994 to 2013, uMngeni Municipality completed 6056 housing units with almost all of them having been transferred. This constituted 14 percent of all housing units completed in the uMgungundlovu District second only to Msunduzi Municipality having completed approximately 66 percent of the total district figure. This figure has increased by at least 1000 since 2013 as more housing units have been completed in the period 2013 to 2018.

According to Census 2011, the housing demand in the municipality is estimated to be around 4374 however with the completion of housing units in the period 2013 to 2018, the demand is estimated to be around 3374. The list of housing projects contained in Table 19 below once complete will reduce the housing backlog by at least 39 percent.

Table 19: Housing Projects

| Project Name | Units | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|---------------------------|-------------|--------------------|--------------------|--------------------|--------------------|
| Cedara | 672 | R16 000 000 | R6 000 000 | R6 000 000 | R6 000 000 |
| Khayelisha | 500 | R10 000 000 | R10 000 000 | R6 000 000 | R6 000 000 |
| St Joseph | 80 | R270 000 | 0 | 0 | 0 |
| Lions River Phase 2 | 547 | R360 000 | R1 235 000 | 0 | 0 |
| Lutchmans Farm | 80 | R300 000 | 0 | 0 | 0 |
| Tumbleweed | 22 | R73 000 | 0 | 0 | 0 |
| KwaMevana | 21 | R70 000 | 0 | 0 | 0 |
| Hiltonian Society Phase 4 | 50 | 0 | 0 | 0 | 0 |
| Hillside Farm | 100 | R333 000 | 0 | 0 | 0 |
| Total | 2072 | R27 479 000 | R1 723 5000 | R12 000 000 | R12 000 000 |

4.7 Telecommunications

In this information age, technology represents an opportunity for increasing communication between government and communities. Internet-based communication methods for example, including email, websites, and newer social networking technologies such as blogs, present new opportunities for local government and community communication. These technologies may reduce scheduling barriers that pose challenges to traditional forms of public participation and can convey information to multiple households at once and can efficiently share and archive information about the progress of the municipality. The issues covered below in relation to telecommunications relate to information available from Stats SA with regards to accessibility of cellphones, computers etc. The availability of bulk telecommunications infrastructure to support these facets has also been assessed.

Households with access to telecommunications

There has been a significant increase in the number of households with access to telecommunications in the municipality more notably the use of cell phones. In 2001, 32 percent of households had access to cell phones whilst by 2011 the figure had increased to 88 percent in the total number of households.

Table 20: Telecommunication

| Landline | | Cellphone | | Computers | | Internet |
|----------|------|-----------|-------|-----------|------|----------|
| 2001 | 2011 | 2001 | 2011 | 2001 | 2011 | 2011 |
| 7243 | 8157 | 6594 | 26899 | 3148 | 8282 | 12127 |

The annual increase of 6 percent since 2001 must be balanced with the necessary provision of the bulk network. Only 27 percent of households have access to computers whilst 39 percent have access to the internet. The backlog of over 70 percent in households without access to computers poses a challenge for not only the municipality but other state institutions. Lack of internet access can be attributed to a lot of factors such as affordability or lack of computer literacy. With a very youthful population brings about an opportunity to bridge the digital divide within the municipality in collaboration with other relevant state institutions such as the Department of Education and Tertiary Institutions.

Broadband is an enabling infrastructure for building the knowledge economy and information society and for accelerating the socio-economic growth and development of South Africa. Deployment of high-speed broadband networks requires an enabling environment that facilitates the coordinated building and sharing of infrastructure. The urban areas of the municipality like Howick and Hilton have the highest access to broadband which enables further development on of the municipal economy. This however still need to be spread to other areas like Mpophomeni, Lidgetton and some rural areas.

4.8 SWOT Analysis – Service Delivery and Infrastructure

Table 21: Service Delivery and Infrastructure SWOT Analysis

| STRENGTHS | WEAKNESSES |
|--|---|
| <ul style="list-style-type: none">▪ Good organisational structure to respond to service delivery▪ There has been improved infrastructure development to communities▪ High levels of improvement in the delivery of basic services since 2001▪ Broad networks and contacts with spheres of government and private sector | <ul style="list-style-type: none">▪ There is a lack of human and capital resources to meet all service delivery needs▪ Inability to respond timeously to community needs▪ Failure to articulate municipal programmes to the communities▪ Slow pace on the implementation of housing projects▪ Lack of land for public housing |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none">▪ Increase the intensity on the implementation of addressing backlogs▪ Utilisation of emerging contractors for service delivery▪ Policies and programmes available to respond to community needs▪ Increase in engineering and other skills▪ Conversion to smart metering electricity will curb electricity theft and losses▪ Better communication strategy on the delivery of community programmes▪ Utilisation of the THINK TANK to accelerate the delivery of housing projects | <ul style="list-style-type: none">▪ Dilapidated infrastructure resulting in slow economic growth▪ Nonpayment of services▪ Electricity cable theft |

5. LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT ANALYSIS

5.1 Local Economic Development Analysis

The understanding of Local Economic Development and LED Strategy (LED) development is one that ensures emphasis on the inclusivity, integration and usability of LED plans, programmes and strategies. Local Economic Development incorporates a range of different aspects of development to enhance job creation, eradicate poverty, promote social equity and provide necessary support to strategic sectors. The spatial aspects of economic development are fundamental as the characteristics of the local economy drive the viability and sustainability of LED projects and programmes. For sustainable and implementable strategies and projects to be developed, a keen understanding of the local environment, internal structural dynamics, economies and population is required. LED strategies that take cognisance of the local environment, entrenched spatial dynamics and provide strategic and

cross-sectoral infrastructure planning are more likely to be integrated and implementable strategies.

The uMngeni Municipality LED Strategy Review prepared by an appointed service provider was adopted by Council on 30 May 2018 took cognisance of these elements whilst ensuring participation from various municipal stakeholders including business, sector departments and some NGOs. The strategy maps out the overall framework for a five-year term and is highly dependent on provision of funding for planned programmes. There are however a significant number of initiatives contained in the strategy that do not require funding but commitment from all stakeholders led by the municipality. The uMngeni Municipality LED Strategy Review has been included as Annexure I.6 of this document to provide further details on the regulatory environment, identified beneficiaries, programmes/projects, municipal capacity and M& E Plan.

5.1.1 Municipal Comparative & Competitive Advantages

Significant elements of competitive advantage include infrastructure and services, institutional environment, economic Indicators and the capacity of the municipality. The uMngeni Municipality's competitive advantage is as follows:

- Availability of bulk Infrastructure services;
- The institutional environment within uMngeni municipality is well established;
- With reference to economic indicators, uMngeni municipality's comparative advantages in terms of GDP contribution are echoed for the sectors of community services sector which is dominated by education, the manufacturing sector dominated by fuel and petroleum products sub-sector, finance sector dominated by the finance and insurance sub-sector, trade dominated by retail trade and repairs of goods sub-sector and the agricultural sector dominated by the agriculture and hunting sub-sector;
- Employment contribution from the community services as well as in the agriculture and trade sectors;
- In terms of municipal capacity, the municipality performs very well with high managerial experience and the availability of a fully functional of LED unit driving economic development. This is evident with the newly reviewed LED strategy of the municipality which prioritises: infrastructure and service delivery; SMMEs promotion; tourism, investment attraction and place marketing; diversifying of the local economic base; agriculture, forestry and manufacturing; and Human resource development as key for achieving the development of the locality and increase competitiveness;

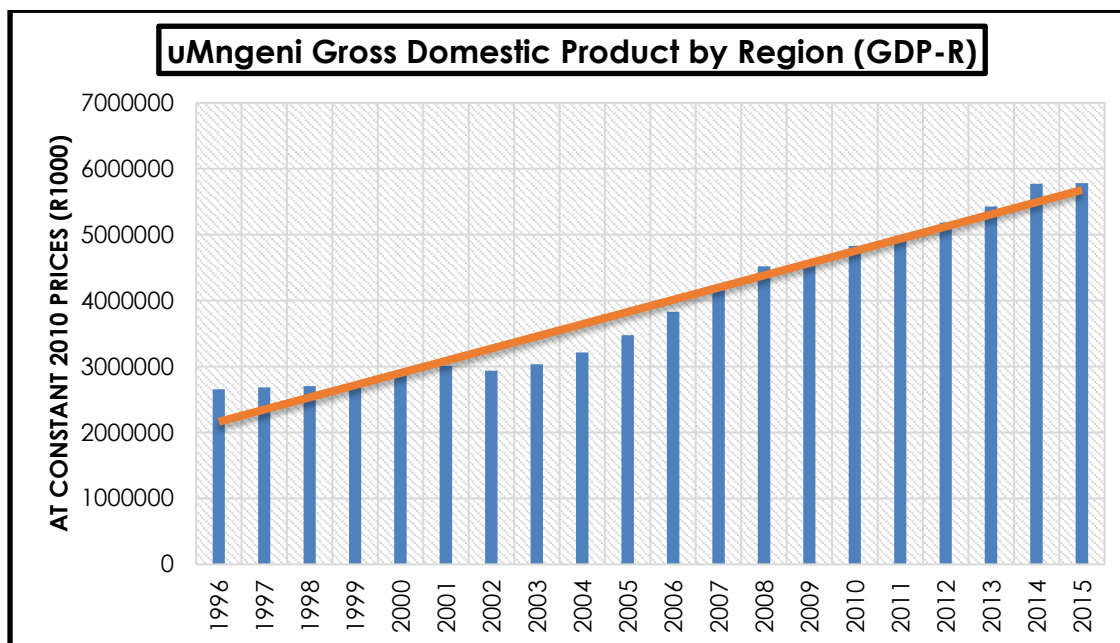
- The municipality is highly integrated into the provincial and national economy due to its strategic value of its location;
- The location of municipality and the Midlands market next to the N3 development corridor places the municipality in a particular competitive position with respect to the international markets through the Durban harbour, its linkage to Gauteng and Durban (or eThekweni Metro), the Port of Durban, the Dube Trade Port and King Shaka International Airport.

5.1.2 Main Economic Contributors

Figure 5.1 shows uMngeni GDP-R contributions over the past two decades characterized by the upward sloping linear trend line. Since 1996, the municipality's GDP-R has been relatively on the rise with the GDP-R having more than doubled in 2015. The municipality has a well-diversified economy with Howick as its major town having well-established and serviced areas for light-to-medium industries, commercial and tourism service centres holding major potential for further growth and investment. The municipality's GDP-R was estimated at R 5.7 billion accounting for 11 percent of the district GDP estimated at R 50.9 billion in 2015. Although the country's economy has been facing a lot of turmoil since the global financial crisis that struck in 2008/2009 long with labour unrests, low commodity prices, drought and rising oil prices affecting a few sectors and many more, uMngeni municipality's economy has managed to consistently grow as evidenced in Figure 5.1.

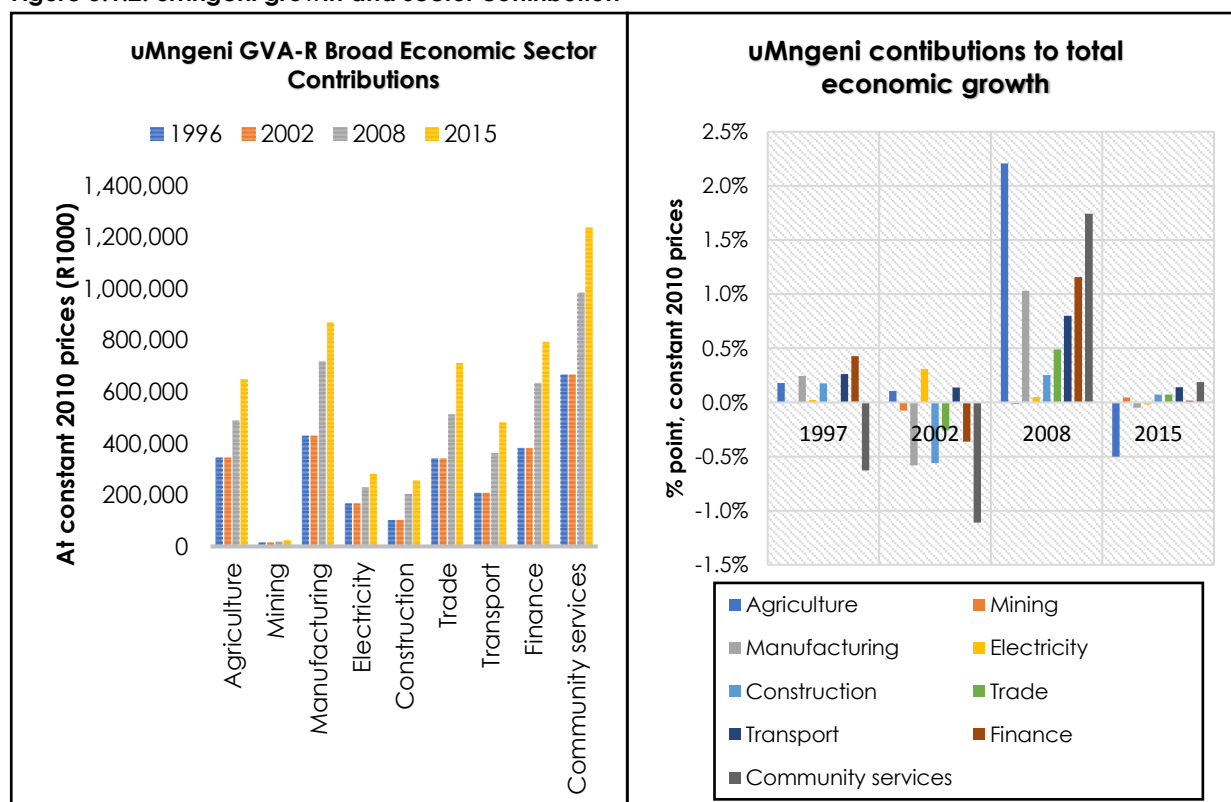
The municipality's key economic sectors contributing to the economic growth of the municipality in 2015, included the community services (23%); manufacturing (16%); finance (15%); trade (14%); agriculture (12%); Transport (9%); electricity (5%); construction (5%); and mining (1%). Although the community services sector is the largest contributor, uMngeni Municipality has an abundance of high potential agricultural land making it ideal for further growing this economy through the forward and backward linkages of the agricultural sector to other sectors of the economy especially the manufacturing sector through agro-processing. Presently, the municipality has a range of processing plants within the locality including dairy, wood and meat processing plants.

Figure 5.1: uMngeni Gross Domestic Product by Region (GDP-R)



Source: Global insight (2016)

Figure 5.1.2: uMngeni growth and sector contribution



Source: Global Insight (2016)

The municipality's key economic sectors are the community services sector, manufacturing sector, finance sector, trade sector and agricultural sector accounting for over 80 percent to the total GVA-R contribution of the municipality since 1996. In terms of contribution to growth, the overall sectors have been performing relatively well with most of the sectors experiencing

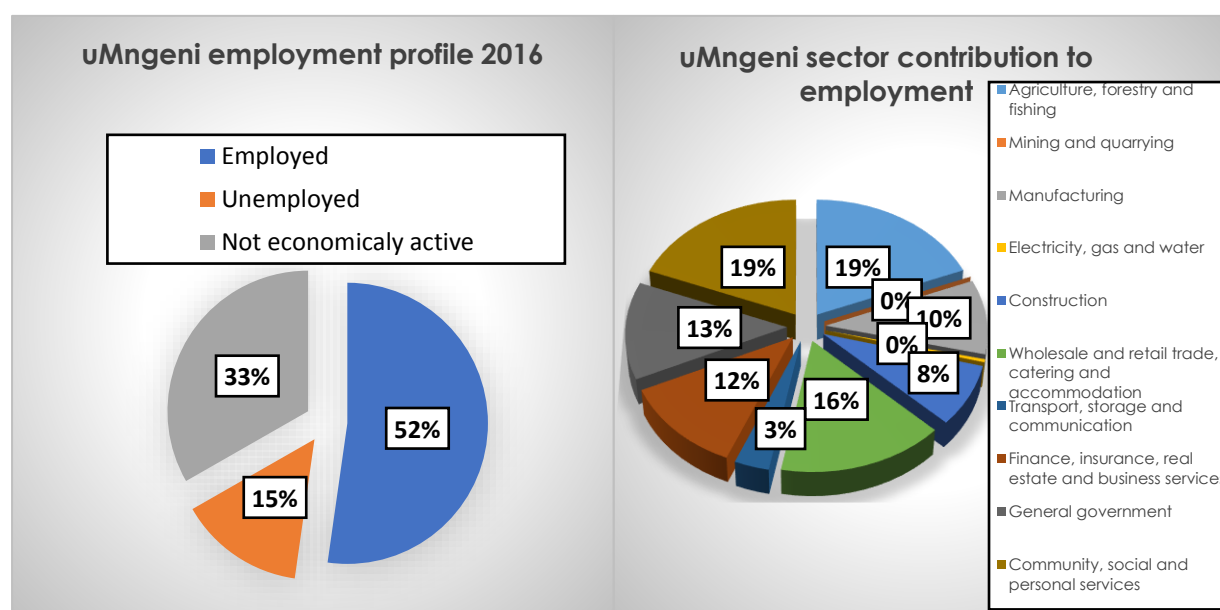
positive economic growth since 1996. However, in the year 2002 only three (agriculture, electricity and transport) out of the nine broad economic sectors experienced positive economic growth whilst the remaining sectors had negative growth as evidenced in Figure 5.3. Although the country was majorly affected by the global crisis in 2008, uMngeni Municipality managed to obtain positive economic growth in all its sectors in 2008 and 2015 except for the agricultural sector in 2015.

5.1.3 Employment and Income Levels

As of 2011, uMngeni Municipality had a 67 percent labour absorption rate which is the working age group of the population. The municipal unemployment rate is approximately 24 percent based on the 2011 Census which was a substantial increase from 34.3 percent in 2001. The youth unemployment rate is 32 percentage point of the working population. The Community Service Sector remains the main occupation sector in the municipality. The average household income has increased from R66,135 2001 to R117,881 in 2001. The number of indigent household has increased from 2609 in 2011 to 3103 in 2016. The inequality rate in the uMngeni Municipality is high with the Gini coefficient at 0.62.

Although the KwaZulu-Natal province is the second largest contributor to the country's economy, the province has been shedding many jobs since 2008. The sectors of major job losses in the province included the transport, community and social services, construction and manufacturing sector. During the third quarter of 2015, the province reported job losses amounting to 63 110 in the transport sector, 45 832 in the construction sector, 40 807 in the community and social services sector, 36 151 in the manufacturing sector, 37 376 in the Finance sector and 16 298 in the agricultural sector.

Figure 5.1.3: uMngeni employment profile



Source: Adapted from uMngeni LED Strategy (2017)

Figure 5.4 depicts the employment profile with the broad sector contributions to employment. In 2016, the municipality recorded 52 percent of the population as employed with a relatively low number of people as unemployed (15%) compared to the municipalities within the district. Only 33 percent of the population within uMngeni is not economically active. The overall unemployment rate for the municipality stands at 22 percent from 23.9 percent in 2011 which is an almost 2 percent reduction.

According to Stats SA Census (2011), the youth unemployment rate was estimated at 32 percent. Formal employment of the population of uMngeni is concentrated in the community services sector and in agriculture which provided 19 percent each of the jobs in 2016.

Wholesale/retail trade, general government, Finance and manufacturing accounted for approximately 16 percent, 13 percent, 12 percent and 10 percent respectively. This shows the strong dominance of the tertiary sector within the locality, which accounts for about 47 percent of total employment within the municipality.

5.1.4 SMMEs

SMME's are classified under the trade sector. Trade and commerce is among the major economic sectors of uMngeni contributing with 16 percent to the local employments and 14 percent to the municipal economy. The sector is mainly concentrated in the CBD and generally, this sector includes small, medium and micro enterprises (SMMEs) and informal traders. The existing towns of Howick and Hilton are well developed with central business districts (CBD) which are the agglomeration of retail and commercial activities that services the municipal area. These towns act as the centre for trade and commerce for uMngeni Municipality. Most businesses are concentrated in the Howick town as a result of the strategic location of town alongside N3 and Howick Falls. This makes the town an important commercial and service centre for other surrounding areas.

Formal businesses in uMngeni Municipality operate in various sectors including tourism, catering and accommodation, retail trade and allied services, construction, manufacturing, restaurant, general dealer, supermarket, professional and financial services. Whilst, the informal sector in the municipality has many activities including barber shops, raw meat, cooked food, live chicken seller, cosmetics sales person, tailor, dressmaker and hatters, fruit seller, hairdresser, Mr Phone dealer, mealie cookers, newspapers, second hand clothes, shoe repairer and the like, many informal trading businesses have been operating for more than five years. This indicates and illustrates that uMngeni Municipality has a conducive environment for business stability and growth and shows that informal trading in this area is not a temporary activity but a long-term carrier for many. Further, on average, an informal business in uMngeni employs between 1 to 3 persons depending on the activities of the business.

To regularise this sector of the economy, the municipal council adopted an Informal Economy Policy and Informal Economy By-laws which were gazetted. The effective implementation of these policies has been strengthened by the appointment of peace officers who are on the ground to monitor the informal economy.

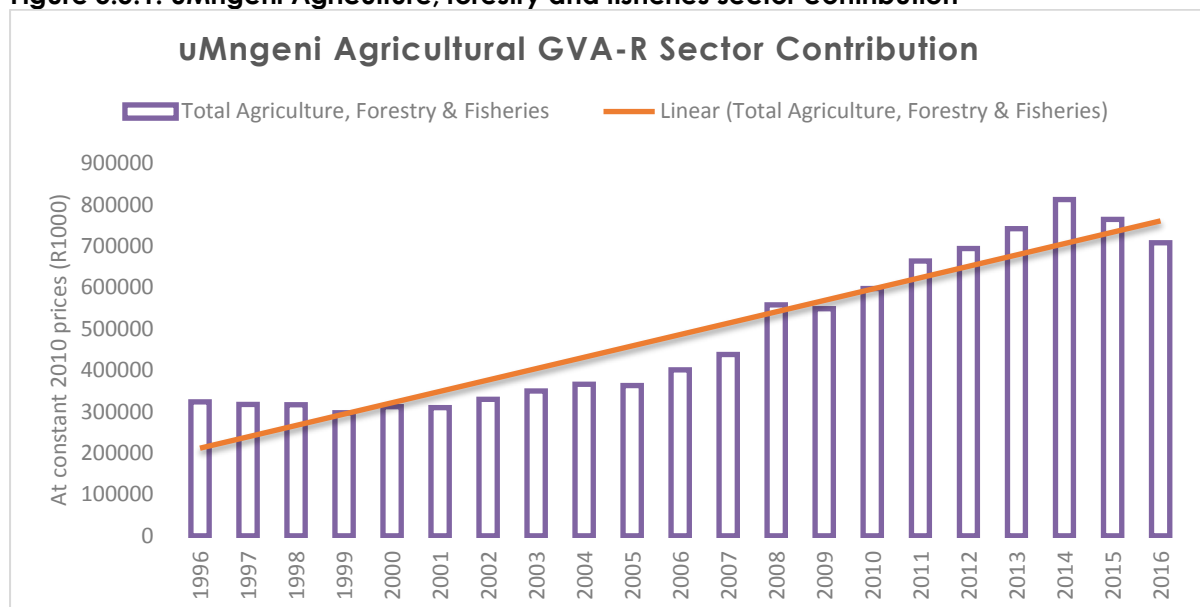
The municipality has commenced with processes for the development of an SMME Strategy which will strive for increasing the number of informal traders within the municipality to significantly increase employment creation and promote entrepreneurship. This form of business activity is increasing because of its flexible working hours as well as the opportunity it provides for additional income generation for the poor. The strategy will identify numerous types of informal trading present within the municipality and provide strategies needed to harness and grow this sector and help streamline it to the mainstream economy. For highlight of programmes/project targeting SMMEs, reference should be made to Annexure I.1 for LED Strategy Review,

5.1.5 Agriculture

uMngeni Municipality is naturally endowed with land with good agricultural potential. The municipality is dominated by commercial farming with much of land under production privately owned. The main agricultural activities within the municipality includes the production of livestock, poultry and vegetables along with the production of other crops and fodder grazing. According to Stats SA (2011) agricultural survey, uMngeni has a total of 6 767 households involved in agricultural activities. This can be broken down as follows: approximately 40 percent of households in uMngeni are involved in vegetable production, followed by Poultry production at 18 percent, Livestock production at 14 percent, production of other crops at 11 percent, Fodder grazing at 7 percent and other at 10 percent.

uMngeni Municipality has limited rural settlements that practice subsistence agriculture. Subsistence agriculture is self-sufficiency farming in which the farmers focus on growing enough food to feed themselves and their families. The output is mostly for local requirements with little or no surplus for trade. Most of rural settlements are based on commercial farms and are part of the commercial farming community. There are few rural settlements that are located within close proximity to Mpophomeni Township. However, these are densely populated rural settlements without any noticeable subsistence farming activities within them. In terms of population group by household head, the number of Black Africans involved in agricultural production in uMngeni municipality was 5074 followed by whites, Indian or Asian, coloureds and other at 1425, 173, 72 and 22 respectively.

Figure 5.5.1: uMngeni Agriculture, forestry and fisheries sector contribution



Source: Global Insight (2017)

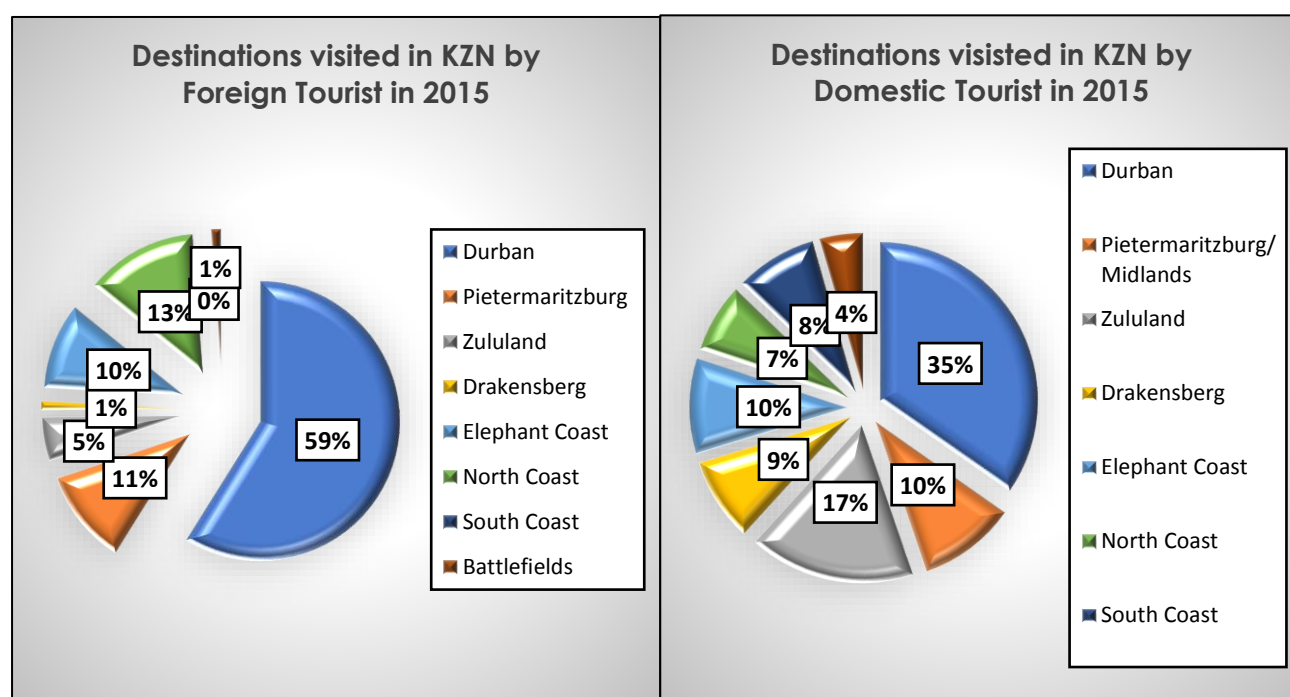
Although the agricultural sector has been growing since 1996 in terms of contribution, its contribution to economic growth has drastically decreased in 2015 experiencing a negative growth rate of 0.5 percent as evidenced in Figure 5.5. This can however be attributed to numerous factors beyond the control of the municipality including climatic factors such as the rising oil prices affecting the price of fuel, low commodity prices and much more. However so, this sector still has major potential for growth and further employment creation through its forward and backward linkages with other sectors of the economy with specific reference to the manufacturing sector through agro-processing. Thus, the municipality has been identified as the ideal site for the establishment of a district Agri-Hub which will help boost linkages between agricultural producers and consumers. Whilst also helping to develop a market that will maximise the use of existing agro-processing, bulk and logistics infrastructure, including having availability of water, energy and roads to agricultural production and processing within the municipality and the district. The prioritized commodities within uMngeni include maize grain/soybeans, vegetables, beef and poultry (broilers and layers).

5.1.6 Tourism

Tourism within the municipality is linked to activities such as the Midlands Meander and Agri-tourism sparsely spread within different farms. These include attractions that are linked to nature-based tourism, farm stays, hiking, biking and other related adventure tourism activities. Most of these activities are directly linked to the agricultural sector. One of the most striking features with UMngeni Municipality's landscape character and built form are natural and picturesque views that exists within and around the prominent urban centres of the municipality. This places the municipality at a challenge to maintain, enhance and protect

these assets from non-conforming built form. The key landscape features are well known and appreciated.

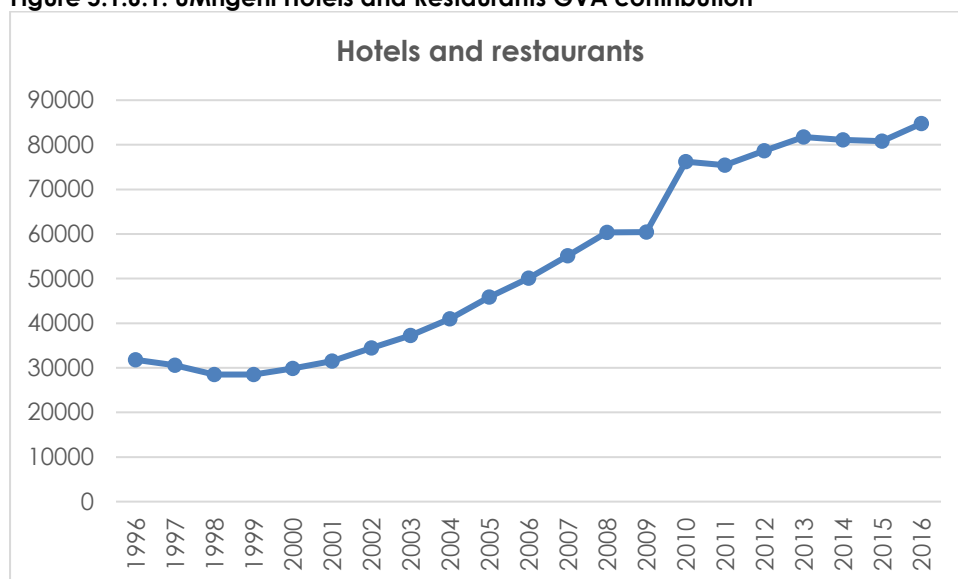
Figure 5.1.6: Destinations visited in KZN in 2015



Source: SA Tourism (2016)

Tourism is one of the key industries within the municipality contributing to the growth of the trade sector. According to SA Tourism (2016), eight dominant destinations were visited by both foreign and domestic tourists within the province in 2015. Most foreign and domestic tourists (2.2 million) who visited the country in 2015 visited Durban accounting for approximately 59 and 35 percent respectively. Following Durban, the majority of foreign tourist visited the North Coast (13%) and Pietermaritzburg/midlands region (11%) whilst domestic tourists visited Zululand (17% or 1.1 million), Pietermaritzburg/midlands region (10% or 651 thousand) and the Elephant Coast (10% or 632 thousand). This suggest that the region is both attractive to foreign and domestic tourists. Thus, the Midlands region still holds great potential for growing and promoting its tourism features to attract more domestic and foreign tourist towards this region and further grow the overall investment and trade.

Figure 5.1.6.1: uMngeni Hotels and Restaurants GVA contribution



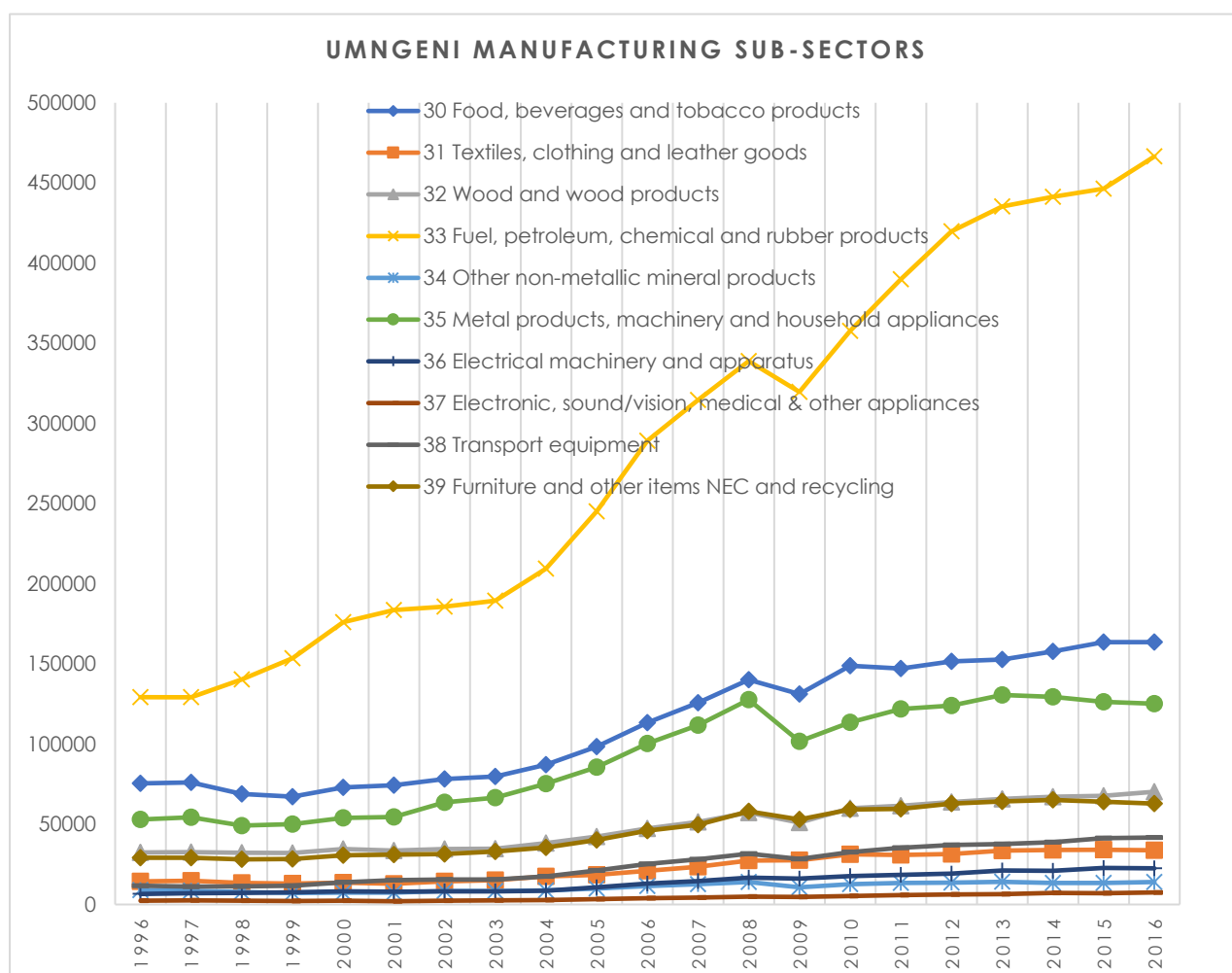
Source: Global Insight (2017)

Over the last two decades, the hotels and restaurant GVA contribution has been good with the contribution having more than doubled from 1996 where it contributed R31.7 million to R84.7 million in 2016 as evidenced in Figure 5.1.6.1.

5.1.7 Manufacturing (Industrial)

The Howick town has several industrial activities that are found within it. These are mainly located in Howick West and Tweedie. This location has been primarily influenced by the existence of trade routes which are N3 and R103. The final products that are produced are transported to various markets within the country and the main routes that are used for getting these goods to the market are both the routes. The future industrial activities within uMngeni Municipal Area are likely to uphold this locational advantage. There are few farms that process some of their agricultural outputs within the farms. These agricultural processing industries are complementary activity to the agricultural function for each farm. There is no pre-determined spatial pattern for agricultural processing industries since these can be undertaken by any farm at the discretion of its owner.

Figure 5.1.7: uMngeni manufacturing sub-sector contribution

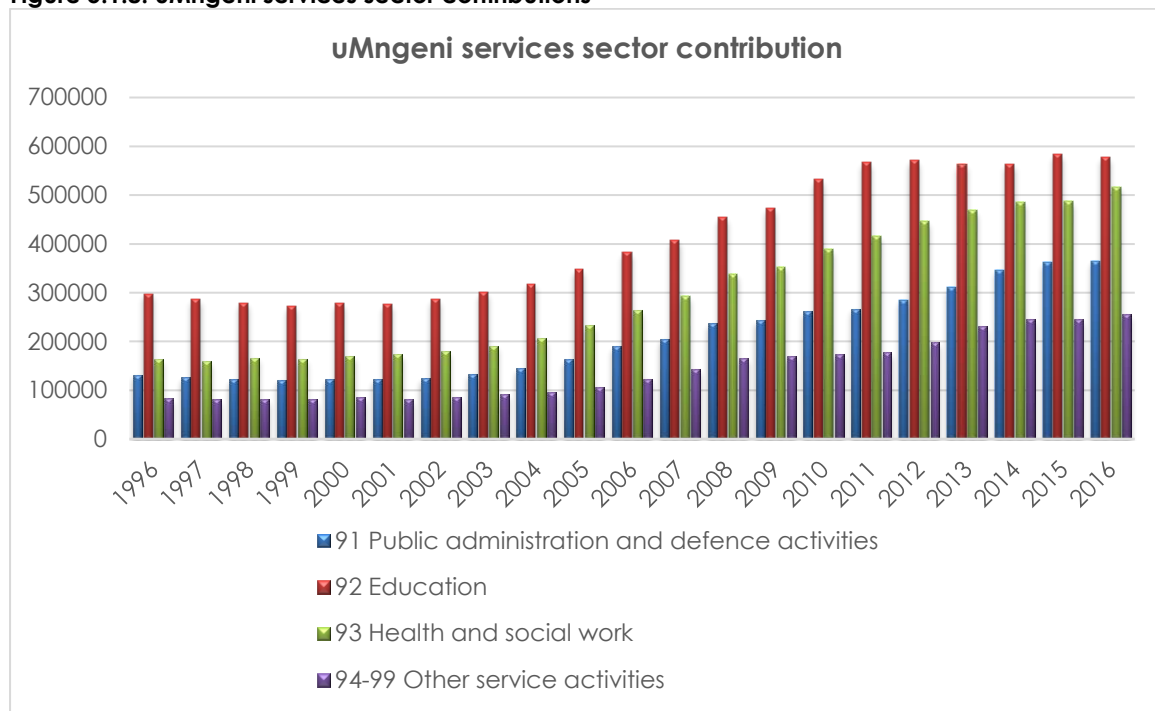


Source: Global Insight (2017)

The manufacturing sector was found to be the fourth largest contributor in the municipality accounting for 16 percent of the municipal economy and 10 percent to overall formal employment with small to large manufacturing industries. The sector's contribution has shown steady increase since 1996 but however declined in 2009. In terms of growth, the sector had positive growth in 1996 but declined sharply in 2002 to negative growth. Since 2008 the sector experienced an increase from negative 0.6 percent in 2002 to 1 percent in 2008 and -0.1 percent in 2015 which may be due to the limited diversification within the industry. Manufacturing within the municipality is dominated by the fuel, petroleum, rubber and chemical industry with about 46 percent contribution to total manufacturing, followed by food and beverages industry at 16 percent, metal products at 13 percent, wood and wood products at 7 percent and furniture and other furniture at 6 percent.

5.1.8 Services

Figure 5.1.8: uMngeni services sector contributions

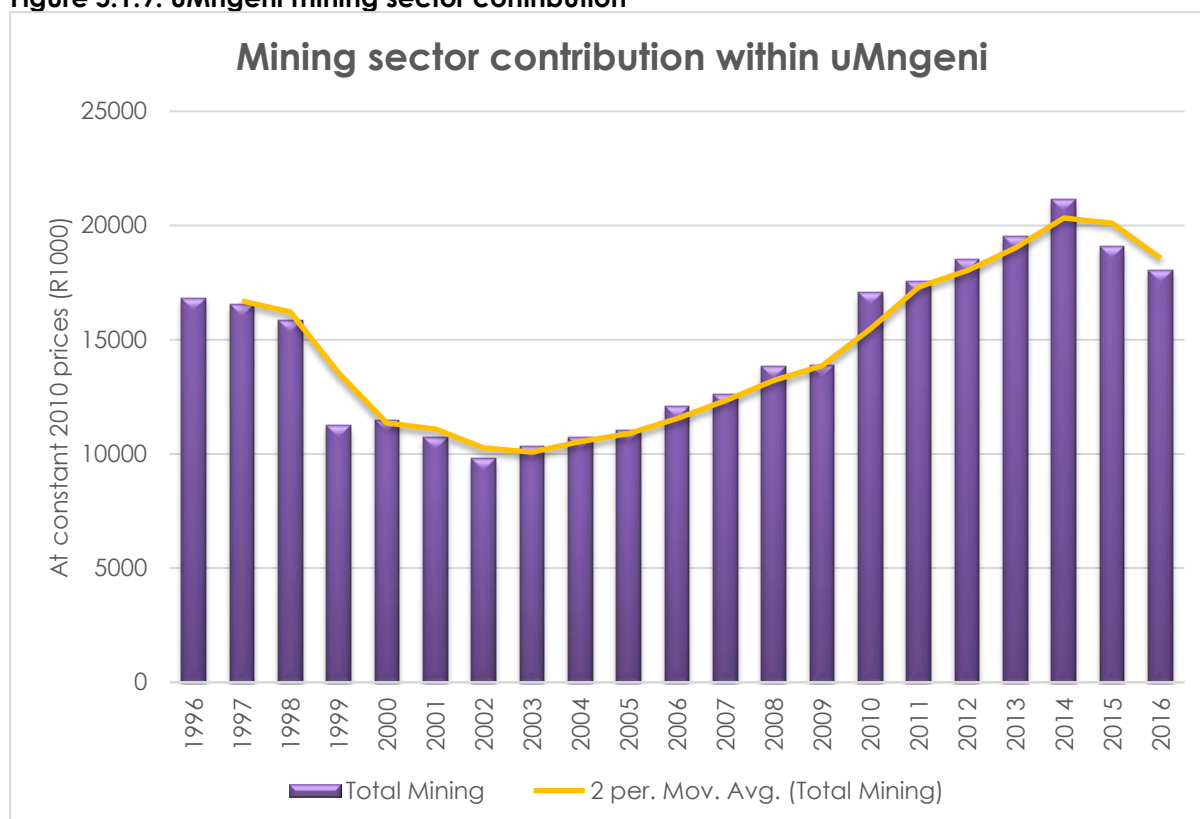


Source: Global Insight (2017)

The community services sector which includes government and community services is the dominant sector of the municipality contributing about 23 percent towards the local economy in 2016 and 32 percent towards formal employment. This sector has seen a steady increase in terms of total contribution from 1996 to 2016 with a record high of GVA contribution of R1.7 billion in 2016. The sector had been growing at a negative rate between 1996 and 2002 where it reached a growth rate of negative 1.1 percent. However, 2008 saw a very good growth performance of about 1.7 percent then followed by a sharp drop to 0.2 percent in 2015 see Figure 5.1.8. Therefore, this sector is of great significance in terms of further growing the economy with the positive growth attributed to the activities mainly centred in Howick, Cedara and Hilton. Education services are by far the leading services within the locality followed by health and social work, public administration and defence activities as evidenced in Figure 5.1.8.

5.1.9 Mining

Figure 5.1.9: uMngeni mining sector contribution



Source: Global Insight (2017)

The mining sector is by far the lowest contributor to GDP within the municipality and can be considered as almost insignificant, accounting for approximately one percent in 2015. Nonetheless, the mining sector contributed only R18 million towards the municipal economy and contributed zero percent towards total sector employment. This sector growth rate has been dwindling since 1996 with growth rates of between zero and negative 0.6 percent between 1996 and 2015.

5.1.9 SWOT Analysis – Local Economic Development

Table 22: Local Economic Development SWOT Analysis

| STRENGTHS | WEAKNESSES |
|---|---|
| <ul style="list-style-type: none"> Strategic location of Municipality – strategic in terms of tourism and economic development. Nodal development opportunities and international (regional) gateway opportunities. Relatively well diversified economy Transportation Linkages – Good road linkages especially the national road N3 connecting KwaZulu-Natal to Gauteng | <ul style="list-style-type: none"> Lack of Linkages between Stakeholders in the Agricultural Value Chain – There is limited communication between informal traders, Co-operatives, commercial farmers and the Municipality in terms of Agricultural Development. Greater communication is needed to identify significant value-chain linkages. |

| STRENGTHS | WEAKNESSES |
|--|---|
| <p>province providing opportunities for the development of several sectors including tourism, manufacturing and agriculture. Opportunities for more strategic infrastructure developments.</p> <ul style="list-style-type: none"> Climate – strategic for both tourism and agriculture production. Sub-tropical climate provides good conditions for economic growth in both sectors. Environmental and Heritage Tourism – uMngeni Municipality is rich in both cultural and heritage tourism opportunities and existing competitive advantages. Examples of such tourism advantages include the following: Howick falls; the capture Site; Midmar Dam, a variety of tourism accommodations, etc. Growing Value of Economy – Steady growth in GVA over a ten-year period sets a scene for promoting investment and growing development in the region. Growth in Transport and Storage Economy – Transport and Storage sector grew rapidly over a ten-year period and this highlights the potential of uMngeni Local Municipality in developing as a gateway for regional trade and investment. Growth in Wholesale and Retail Economy – Rapid growth in the wholesale and retail economy indicates opportunities for LED within this sector. Wholesale and Retail economic growth also provides key development opportunities for the informal economy. Robust Informal Sector – Provides key employment opportunities and strengthens retail economy in uMngeni. The informal sector is essential for promoting the well-being and livelihoods of households and communities within the Local Municipality. The informal economy in uMngeni Local | <ul style="list-style-type: none"> Inadequate infrastructure for increase agricultural production amongst small scale and emerging farmers within the locality. Limited Funding and Access to Funding – Funding, especially for SMMEs is a key problem as it hinders the development and growth of businesses within uMngeni and limits investment in the area. Funding and investment is vital for the continued growth of the Local Municipality. Under-exploitation of Key Resources – Key resources, most notably tourism resources are under exploited and marketed. Capture Site and Howick Falls are key resources that need to be promoted and developed for greater benefits to arise from their exploitation. Service Delivery in Key Nodes – uMngeni Local Municipality has several identified nodes for development. Service Delivery within these nodes varies and some of them do not have better supply of services. Limited Training and Skills – The lack of skills to equip communities and other residents to become active participants in the economy (most notably the SMME sector) is one of the major challenges in the LM. If not well addressed, the lack of skills will perpetuate to future generations and then threaten the further / future growth of uMngeni Municipality's economy. Internal Structural Constraints for LED – LED within uMngeni Municipality experienced capacity and budget constraints which hinder the implementation of LED projects and programmes. Dilapidated infrastructure in the CBD |

| STRENGTHS | WEAKNESSES |
|--|--|
| <p>Municipality, as per other municipalities in the uMgungundlovu District, is heterogenic, ranging from street traders and shebeen owners to child minders and domestic workers. The street vendors in the central business districts offer a wide range of goods and services from selling fruits and vegetables to dressmaking.</p> <ul style="list-style-type: none"> ▪ The informal economy is regulated through policy and bylaws. ▪ The municipality provides training and capacity building to SMME's and co-operatives. ▪ The municipality has an established economic development unit and has developed a business expansion and retention strategy for the municipality to help grow and retain local business. | |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> ▪ Grow employment and diversify land use activities within the locality whilst also improving living standards. ▪ Untapped opportunities in the manufacturing sector – opportunities to diversify and develop new value chains (opportunities to grow the timber industry as well as renewable energy products). ▪ Beneficiation of agricultural products. ▪ Formation of strategic alliances with relevant stakeholders. ▪ Harnessing the potential of the Development Agency as a Special Purpose Vehicle for the Implementation of large scale, economically sustainable LED Projects within the Municipality ▪ Agro-processing industry is among the sectors identified by the Industrial Policy Action Plan (IPAP), the National Development Plan and PGDS. Community development through agro-processing and community agricultural projects. | <ul style="list-style-type: none"> ▪ Subdivision of agricultural land could lead to loss of viable agricultural land and risk municipal food security. ▪ Environmental issues i.e. droughts will ultimately impact on overall production. ▪ Service delivery remains a critical obstacle – without adequate access to basic services, investment promotion remains a critical challenge for the Municipality. ▪ Funding and lack of access to funds for the implementation of high impact and economically viable projects. ▪ Limited investment in bulk infrastructure. ▪ Decline in formal employment within some sectors. |

| STRENGTHS | WEAKNESSES |
|--|------------|
| <ul style="list-style-type: none"> ▪ Development support for the informal economy (planning, location and Community development through agro-processing and community agricultural projects market development). ▪ Investment promotion and business retention and expansion programmes. ▪ Establishment of industry driven training and skills development through internships and apprenticeships. ▪ Opportunity to develop the investment promotion strategy and SMME and Informal Sector Strategy for uMngeni Municipality. ▪ Integrated development – linkages between key nodes and surrounding rural areas. ▪ Partnering with Business Chambers | |

5.2 Social Development Analysis

5.2.1 Broad Based Community Needs

Table 23 below outlines some of the broad-based community needs limited to 3 priority needs per ward which were gathered as part of the IDP consultation processes that included multi stakeholder's engagements. At least one priority need per ward will be implemented in the next financial as budget has been set aside accordingly. Each of the wards will be Due to the limited funds available to the municipality to implement most municipal programmes, the majority of the needs have not been funded however some have been prioritised in the Implementation Plan.

Table 23: Priority needs per ward

| WARD | Priority Needs |
|------|--|
| 1 | 1. Construction of Chris Hani Road 2. Khayelisha Housing 3. Siyaphepha (Foot Bridge near Sphumelele) 4. Electricity Shiyabazali |
| 2 | 1. Rehabilitation of the CBD 2. Informal Traders Stalls Replacement 3. Upgrade of Taxi Rank |
| 3 | 1. Hillside Housing 2. Phase 5 Roads 3. Multipurpose Centre |

| WARD | Priority Needs |
|------|---|
| 4 | <ol style="list-style-type: none"> 1. Road construction 2. Gamalethu Sport Field 3. Gamalethu Community Hall |
| 5 | <ol style="list-style-type: none"> 1. Land acquisition for social housing and recreational facilities at Karkloof 2. Traffic circle outside the Ambers entrance on Karkloof Road 3. Tarring of servitude road running alongside Main Road between Thembilihle Primary and Howick Travel. |
| 6 | <ol style="list-style-type: none"> 1. Land acquisition for social housing and recreational facilities at Karkloof 2. Road – replace Nxumalo Road and construct entrance road to Emandleni 3. Camera Monitoring System in Hilton and Cedara (crime prevention) |
| 7 | <ol style="list-style-type: none"> 1. Pothole repair and road surfacing (Brookdale Way, Budleigh, Amy Wilson Avenue, Wicken Way, Wanstead Place, Dalry Road, Devonshire Lane, Valley Road and Crompton Road) 2. Waste Water Treatment Plant 3. World's View Upgrade |
| 8 | <ol style="list-style-type: none"> 1. Mpophomeni Stadium revamp 2. Road resurfacing – D1129, L805, L733 3. Emashingeni Community Hall |
| 9 | <ol style="list-style-type: none"> 1. Lions River Community Hall 2. Road infrastructure and recreational facilities (Inguga, Lions River, Hhaza, KwaChief and Nxamalala areas) 3. Business Park |
| 10 | <ol style="list-style-type: none"> 1. Multi-Purpose Open Gym Park 2. Theatre revamping 3. Construction of a Clinic |
| 11 | <ol style="list-style-type: none"> 1. Multipurpose Centre 2. Road and storm water infrastructure 3. Informal Traders Complex |
| 12 | <ol style="list-style-type: none"> 1. Mqhuhe Road resurfacing 2. Jungle Gym 3. Electrification programme |

5.2.2 Education

School Facilities

There are 51 schools within uMngeni Municipality which includes primary, secondary, combined, special needs and independent schools which are spread amongst the different settlements within the municipality. All the wards have access to educational facilities with access to either a primary, secondary or combined schools. Access to science and technology is an important aspect of developing communities and this must be from basic education level. Only 31 percent of primary schools within the municipality have access to Computer labs and of these schools one has access to a Science labs. Of the secondary schools found in the municipality, 90 percent have access to both a Computer and Science labs with only uMthombo Secondary School not having access to these important facilities.

There are currently 5 libraries that are found within the municipality *albeit* one being a private library in the Nottingham area. The public does however have full access to the private library as it is also run by the municipality. Input from public consultation has highlighted the high pupil to teacher ratio for schools in Ward 12. It is hoped that with the construction of the Khayelisha Housing Project, the opportunity will arise for the construction of a further Primary School which could ease the burden on existing schools in Ward 12 which serve a much wider area than the ward itself. Table 25 below reflects the Department of Education's information on schools within the municipality.

Table 25: School Facilities

| Ward | Name of School | Type of school | Pupils | Educator | Learner to Educator Ratio | Computer Lab (Yes/No) | Science Lab (Yes/No) | Matric Pass Rate % |
|------|-----------------------------|------------------|--------|----------|---------------------------|-----------------------|----------------------|--------------------|
| 1 | Howick West Secondary | SECONDARY | 626 | 22 | 28 to 1 | Yes | Yes | 89.16 |
| 2 | Howick Preparatory | PRIMARY SCHOOL | 640 | 33 | 19 to 1 | Yes | Yes | N/A |
| 2 | Mount Carmel Christian | PRIMARY SCHOOL | 131 | 5 | 26 to 1 | No | No | N/A |
| 3 | Dargle P | PRIMARY SCHOOL | 133 | 4 | 33 to 1 | No | No | N/A |
| 3 | Wamacor P | PRIMARY SCHOOL | 14 | 2 | 7 to 1 | No | No | N/A |
| 3 | Unkonka P | PRIMARY SCHOOL | 22 | 2 | 11 to 1 | No | No | N/A |
| 3 | Sarsden P | PRIMARY SCHOOL | 21 | 2 | 11 to 1 | No | No | N/A |
| 3 | Silindele P (Nottingham Rd) | PRIMARY SCHOOL | 35 | 2 | 18 to 1 | Yes | No | N/A |
| 3 | Michaelhouse | SECONDARY SCHOOL | 549 | 56 | 10 to 1 | Yes | Yes | 100 |
| 3 | Asithuthuke Combined | COMBINED SCHOOL | 337 | 15 | 22 to 1 | No | No | 66.67 |
| 3 | Isiphethu Semfundo P | PRIMARY SCHOOL | 28 | 2 | 14 to 1 | No | No | N/A |
| 3 | Nottingham Road P | PRIMARY SCHOOL | 167 | 9 | 18 to 1 | No | No | N/A |
| 3 | King's | PRIMARY SCHOOL | 70 | 10 | 7 to 1 | No | No | N/A |

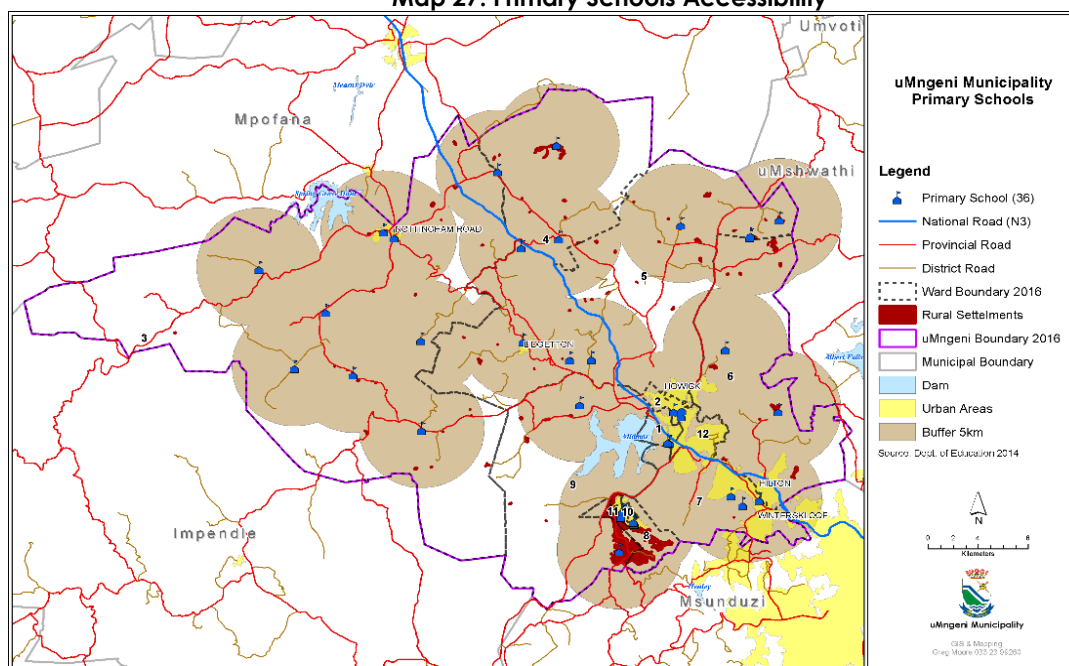
| Ward | Name of School | Type of school | Pupils | Educator | Learner to Educator Ratio | Computer Lab (Yes/No) | Science Lab (Yes/No) | Matric Pass Rate % |
|------|----------------------------|--------------------|--------|----------|---------------------------|-----------------------|----------------------|--------------------|
| 3 | Esiphethwini Sendiza P | COMBINED SCHOOL | 101 | 4 | 25 to 1 | No | No | |
| 4 | Clifton Preparatory school | PRE-PRIMARY SCHOOL | 270 | 32 | 12 to 1 | No | No | N/A |
| 4 | Lions River P | PRIMARY SCHOOL | 52 | 3 | 17 to 1 | No | No | N/A |
| 4 | Allerton P | PRIMARY SCHOOL | 40 | 2 | 20 to 1 | No | No | N/A |
| 4 | Jabula Combined | COMBINED SCHOOL | 532 | 16 | 33 to 1 | No | No | 90 |
| 4 | Crystal Springs P | PRIMARY SCHOOL | 269 | 7 | 35 to 1 | No | No | N/A |
| 4 | Indezi P | PRIMARY SCHOOL | 55 | 3 | 18 to 1 | No | No | N/A |
| 4 | Currys Post P | PRIMARY SCHOOL | 192 | 5 | 35 to 1 | No | No | N/A |
| 4 | Morton Estates P | PRIMARY SCHOOL | 60 | 2 | 30 to 1 | No | No | N/A |
| 5 | Gartmore P | PRIMARY SCHOOL | 36 | 2 | 18 to 1 | No | No | N/A |
| 5 | Hawkstone P | PRIMARY SCHOOL | 84 | 3 | 28 to 1 | No | No | N/A |
| 5 | Howick H | SECONDARY SCHOOL | 517 | 33 | 16 to 1 | Yes | Yes | 100 |
| 5 | Triandra State Aided | PRIMARY SCHOOL | 104 | 3 | 35 to 1 | No | No | N/A |
| 5 | Yarrow Intermediate | PRIMARY SCHOOL | 69 | 4 | 17 to 1 | No | No | N/A |
| 6 | Hilton Intermediate | PRIMARY SCHOOL | 88 | 3 | 29 to 1 | No | No | N/A |
| 6 | Hilton College | SECONDARY SCHOOL | 549 | 63 | 8 to 1 | Yes | Yes | 100 |
| 6 | Laddsworth P | PRIMARY SCHOOL | 507 | 29 | 17 to 1 | Yes | No | N/A |
| 6 | St Anne's Diocesan College | SECONDARY SCHOOL | 390 | 54 | 7 to 1 | No | No | 100 |
| 6 | Sibongombomvu Combined | COMBINED SCHOOL | 507 | 16 | 32 to 1 | Yes | Yes | 100 |
| 6 | Dunimarle P | COMBINED SCHOOL | 107 | 4 | 27 to 1 | No | No | |
| 6 | Grace College (Hilton) | SECONDARY SCHOOL | 250 | 24 | 10 to 1 | Yes | No | 100 |
| 7 | Cowan House | PRIMARY SCHOOL | 328 | 28 | 11 to 1 | Yes | No | N/A |
| 7 | Hilton Pp | PRIMARY SCHOOL | 113 | 10 | 11 to 1 | No | No | N/A |
| 7 | Cedara P | PRIMARY SCHOOL | 111 | 3 | 37 to 1 | No | No | N/A |
| 8 | Nhlanhleni Sp | PRIMARY SCHOOL | 624 | 18 | 34 to 1 | No | No | N/A |
| 8 | Isibongo Lp | PRIMARY SCHOOL | 840 | 25 | 33 to 1 | No | No | N/A |
| 9 | Haza P | PRIMARY SCHOOL | 560 | 16 | 35 to 1 | Yes | No | N/A |
| 10 | Mpophomeni S | SECONDARY SCHOOL | 937 | 29 | 32 to 1 | Yes | Yes | 94.12 |
| 11 | Sifisesihle Jp | PRIMARY SCHOOL | 425 | 10 | 43 to 1 | No | No | N/A |
| 11 | Asibemunye H | SECONDARY SCHOOL | 829 | 26 | 32 to 1 | Yes | Yes | 82.16 |
| 11 | Zamuthule P | PRIMARY SCHOOL | 457 | 12 | 38 to 1 | No | No | N/A |
| 11 | Qhamukile P | PRIMARY SCHOOL | 793 | 19 | 41 to 1 | No | No | N/A |

| Ward | Name of School | Type of school | Pupils | Educator | Learner to Educator Ratio | Computer Lab (Yes/No) | Science Lab (Yes/No) | Matric Pass Rate % |
|------|-----------------------|----------------------|--------------|------------|---------------------------|-----------------------|----------------------|--------------------|
| 11 | Umthombo Js | SECONDARY SCHOOL | 233 | 9 | 26 to 1 | No | No | 100 |
| 12 | Nogqaza P | PRIMARY SCHOOL | 887 | 20 | 44 to 1 | Yes | No | N/A |
| 12 | Injoloba S | SECONDARY SCHOOL | 879 | 26 | 34 to 1 | Yes | Yes | 69.81 |
| 12 | Cosmo P | PRIMARY SCHOOL | 400 | 10 | 40 to 1 | No | No | N/A |
| 12 | Howick (Rangeview Rd) | PRIMARY SCHOOL | 1067 | 30 | 36 to 1 | No | No | N/A |
| | Madrasa Noor | SCHOOL FOR THE BLIND | | | | | | |
| | Total | | 16765 | 735 | 23 to 1 | | | |

School Accessibility

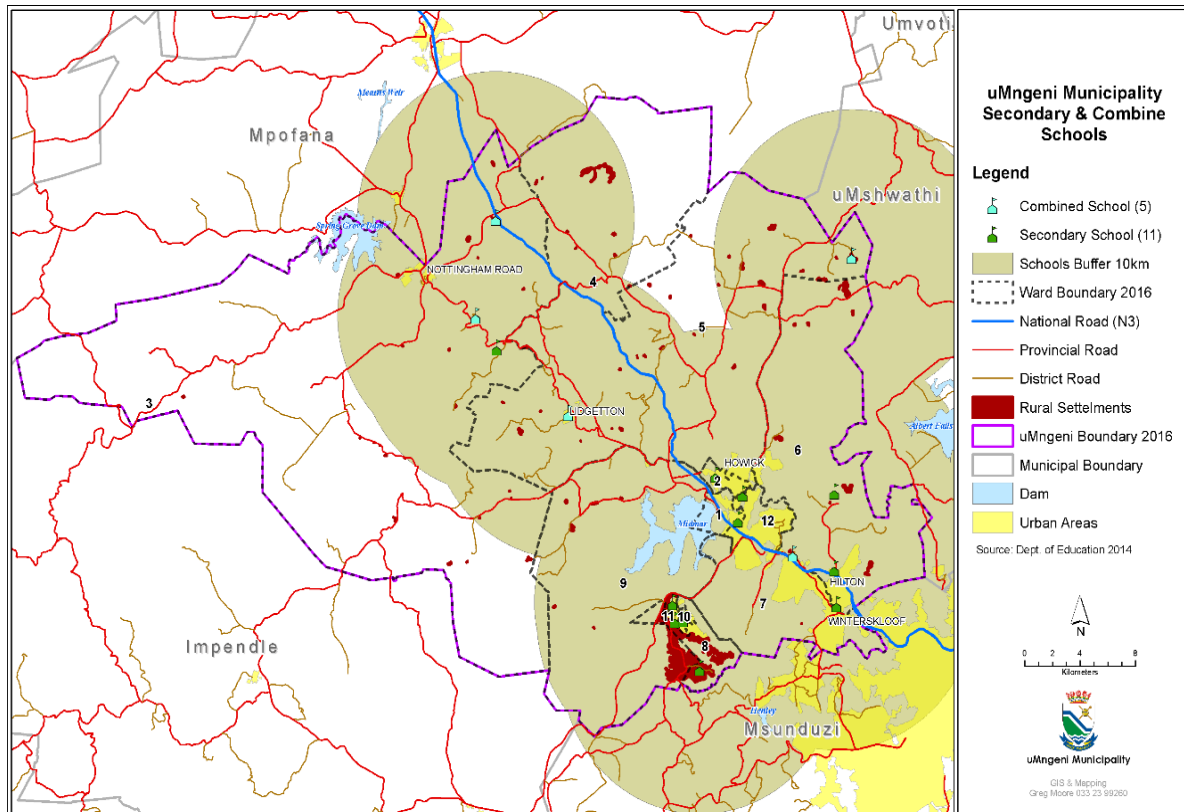
The Structure Plan argues for a sustainable approach where appropriate, accessible social facilities are provided at minimum space standards given the topography of the area. The intention was also to control costs through tight design specifications and the multiple use of facilities. Most of the settlements in the municipality have access to the available primary education facilities within a radius of 5km. All areas within the urban context have good access to these facilities as the conditions of the road infrastructure are ideal for access. Some rural communities do not have access to school facilities within a radius of 5km but are very few. Most of settlements in the municipality have good access to secondary or combined schools with access within a 10km radius. The areas with the highest access to secondary schools are within densely populated areas of Mpophomeni, Howick, Hilton and Winterskloof however rural areas have access to combined schools.

Map 27: Primary Schools Accessibility



Most of the rural and urban settlements within the municipality have access to either combine or secondary schools within a 10km radius as depicted in Map 27.

Map 28: Secondary and Combine Schools Accessibility

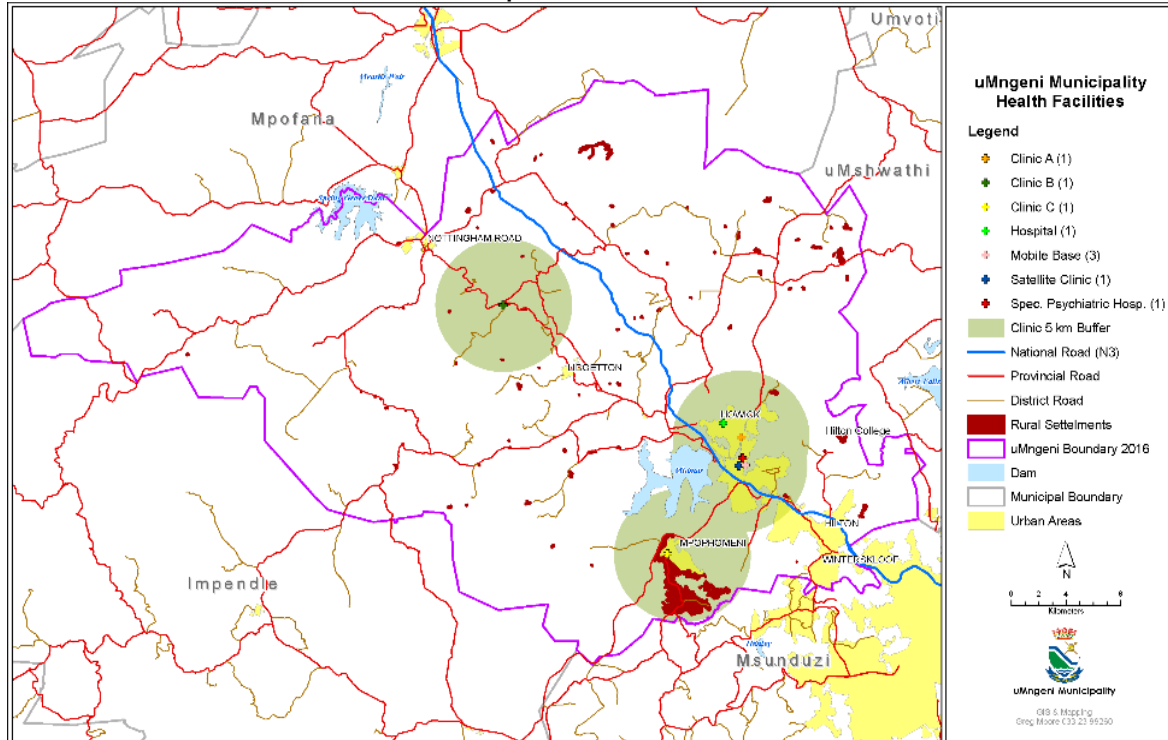


5.2.3 Health

Environmental Health Services has been transferred to the District as from 1 July 2012. There are 4 clinics that exist within the municipality and 1 psychiatric hospital. Based on the planning standards for health services, 1 clinic should be provided for a population of 10 000 people and 1 hospital should be provided for a population of 50 000 people. In essence the municipality must at least have 1 hospital for Primary Health Care given the current population figure of 105 609 people.

Map 29 depicts the proximity of health facilities within a 5Km radius of settlements in the municipal area. The urban areas of Mpophomeni, Howick, Hilton and the municipality have good access to health services whilst the rural settlements have poor access, and this requires intervention from the Department of Health.

Map 29: Health Facilities

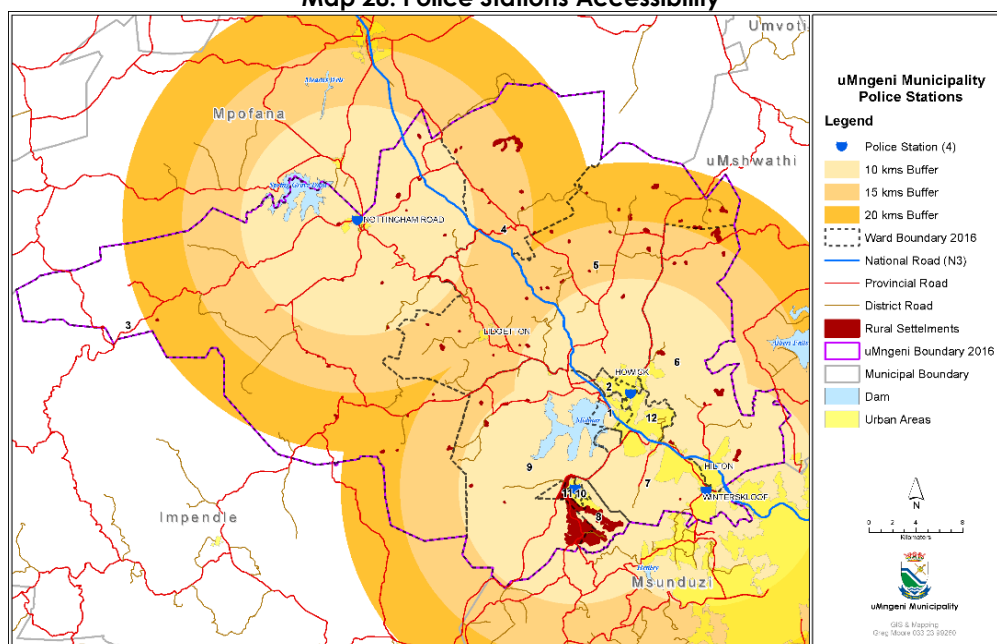


5.2.4 Safety and Security

Police Station Facilities

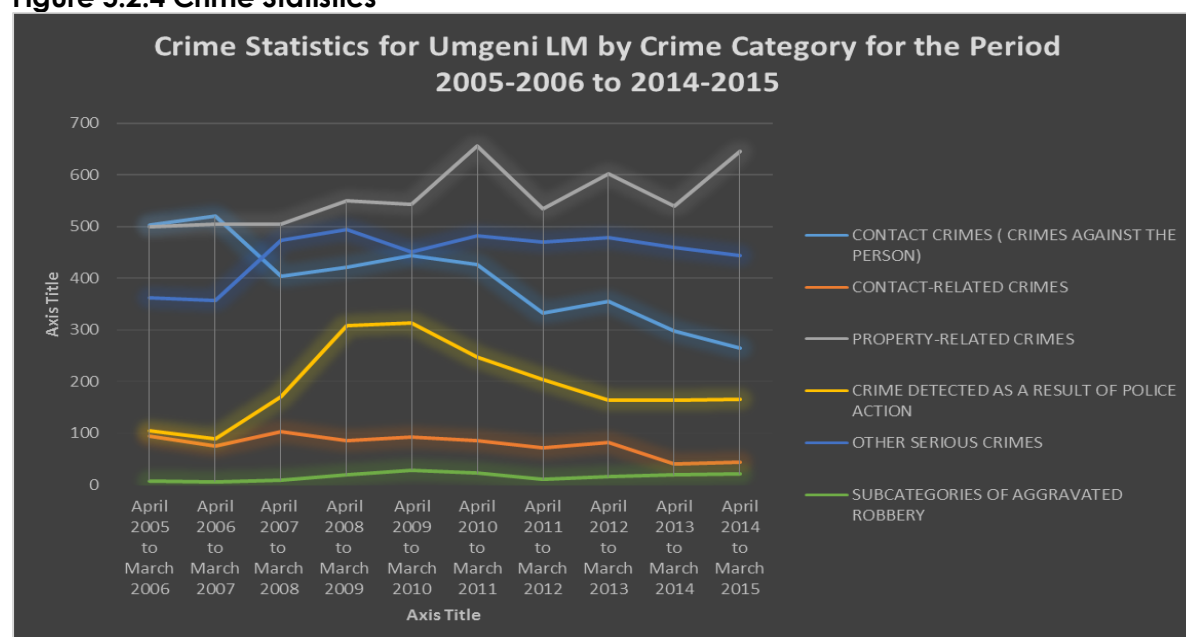
Based on the planning standards 1 police station should be provided for every 4500 households. However, it is also important to indicate that the other issues that should inform the development of new police stations is the crime statistics for an area. There are 4 Police Stations in the uMngeni Municipality and given the increase in the population and the number of households, an additional four police stations should be allocated for the municipal area. There are areas within the municipality that do not have police accessibility within a radius of 10 to 20kms and they are mostly rural settlements.

Map 28: Police Stations Accessibility



The municipality together with the South African Police Service (SAPS), the Community Policing Forum (CPF) and other stakeholders, has put crime prevention strategies in place. These include awareness campaigns at schools on drugs abuse, domestic abuse, etc. According to the SAPS statistics (2016), the crime category more prevalent within the municipality for the period 2005/2006 to 2014/2015 was property related crimes followed by other serious crime whilst the lowest was sub-categories of aggravated robbery (including carjacking, truck hijacking, and robbery at residential and non-residential premises) as depicted in the Figure 5.2.4.

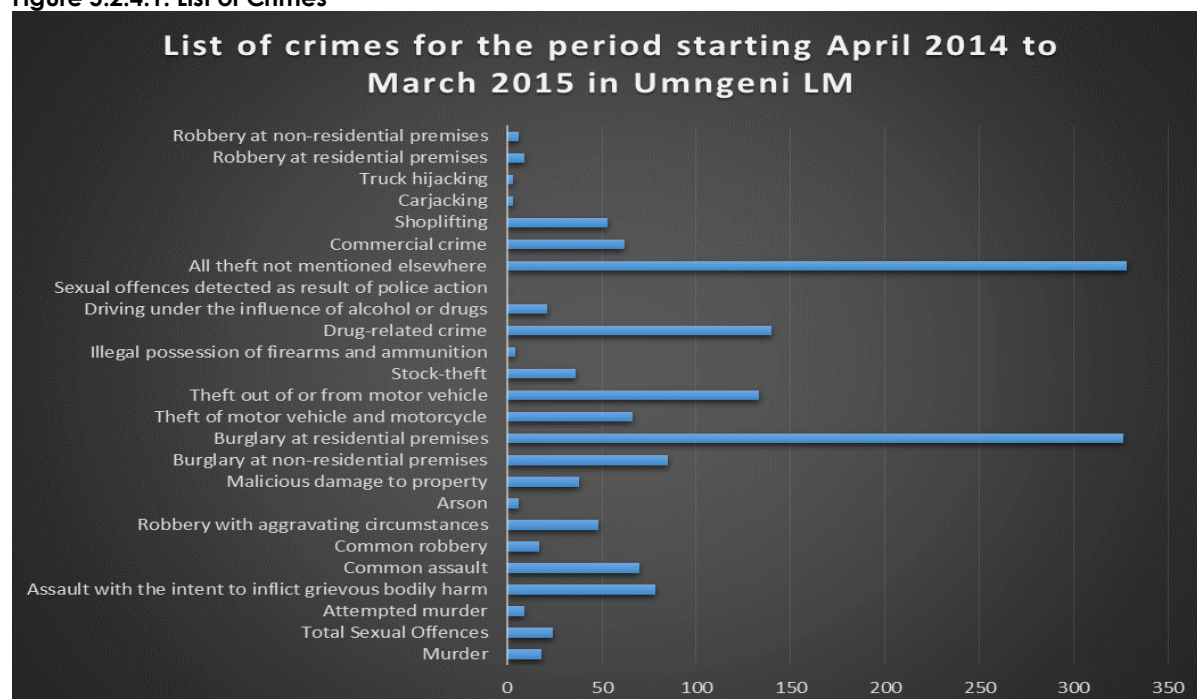
Figure 5.2.4 Crime Statistics



Source: Stata SA (2016)

According to the SAPS statistics (2016), the crimes that were more dominant between April 2014 and March 2015 were: all theft not mentioned elsewhere (328); burglary at residential premises (326); drug related crimes (140); and theft out of or from motor vehicles (133). This suggest that intervention measures are required from both government and civil society such as provision of functional street lights by the municipality which promote visibility thus enabling an environment conducive for the reduction of crime.

Figure 5.2.4.1: List of Crimes



Source: Stats SA (2016)

Traffic Management

The protection services of the municipality cover vehicle licensing, learners licensing, prosecution for road traffic offences, issuing of warrants of arrest, incident and accident attendance, attendance to complaints received and resolution of other safety and security issues related to the municipality.

Fire Protection

Fire services is a district function and the municipality is well equipped to attend to issues of emergencies especially during the summer season where fires are prevalent.

5.2.5 National Building and Social Cohesion

To achieve nation building and social cohesion sports, arts and culture must be put at the forefront especially with the youthful population that exist. Even though there is a department that's mandated to deal with sports, arts & culture, the municipality is also actively engaged in promoting these activities with dedicated staff who attend to these matters. The events

mentioned below ensure that the municipality is able to achieve nation building and social cohesion which is particularly important in the transformation of our society given the history of our country.

Mandela Day Marathon – The Mandela Day Marathon, covering 42.2 kilometres from Pietermaritzburg's Imbali Township, where Nelson Mandela made his last speech as a free man, to Howick, where he was finally captured, gives South Africans an opportunity to honour the great man's legacy through sport and is a great nation building initiative.

Youth Day – We partnered with a local youth movement for the inaugural youth awards. The aim of the youth awards was to recognize the achievement of young people in the municipality segmented in different categories.

Freedom Day – On Freedom Day 2016, we launched the inaugural uMngeni Art and Craft Fair which henceforth will be held annually. The purpose is to provide a platform for artist and crafters alike with a platform to showcase their work and also to create an environment for buyers to purchase their items.

Howick Museum – The Howick Museum is located adjacent to the Howick Falls, a proclaimed natural Heritage site in the KwaZulu-Natal Midlands. The surrounding precinct offers an array of interesting outlets selling crafts and collectables. The Museum is situated 100m from the Howick Falls vies site. At the museum, visitors are assisted by staff and where required our museum education officer will guides visitors around the exhibits. The nation building, and social cohesion is offered at the museum as it has local history about the inhabitants of the area from the hunter gatherers, early Zulu settlement, colonial farmers and the start of the villages of Howick and others. The museum is unfortunately currently not in operation because of renovations that were a result of fire however the municipality is making all effort ensure it full functioning.

5.2.6 Community Development with particular Focus on Vulnerable Groups

5.2.6.1 Youth Development

The municipality believes that the development of young people is a crucial step towards the development of its various communities. The youth affairs office facilitates the implementation of the national youth policy within the municipality, through the following:

- Conducting workshops for young people
- Outreach to schools and communities
- The youth advisory centre
- The rights of a child programme

The municipality is in the process of finalising the Youth Development Strategy which will be used as the guiding document for youth affairs in the municipality. The municipality hosted a Youth Summit in July 2017 which culminated into specific resolutions to be included in the finalisation of the Youth Development Strategy.

5.2.6.2 Development of People with Disabilities

The municipality in partnership with different public-sector departments has a disability programme that ensures inclusion of people with disabilities within the government programmes including the municipality. Furthermore, the programme aims at ensuring that the rights of people with disabilities are known and upheld by those living with disabilities as well as the community at large. The municipality also host Disability Games and attend to Outenique Wheel Chair Race which on the year passed was held in our jurisdiction. Funding for this particular group of people is under the Special Programmes budget which was allocated R603.000 in the 2017/2018 financial year.

5.2.6.3 Development of the Elderly

Senior citizens programmes have been implemented by doing visit to different senior citizens clubs within uMngeni Municipality. The municipality also held workshops on healthy life style which forms part of the Golden Games preparation. This also promote Active Ageing most of its activities assist senior citizens in understanding more about golden games and how they can get involved. We have also been recruiting and assisting those who are not part of clubs to get involved or start their own clubs. Due to many incidents of elderly abuse in KZN we have also been conducting workshops on elderly abuse raising awareness and its symptoms. Funding for this group of people is under the Special Programmes budget which was allocated R603.000 in the 2017/2018 financial year.

5.2.6.4 Development of Women

The municipality has a programme aimed at facilitating gender equity, while dealing with gender related issues such as gender-based violence. At this stage nothing has transpired of this programme as there has been no funding to enable implementation. However, a plan for local programmes is being developed and will be implemented soon. Funding for this particular group of people is under the Special Programmes budget which was allocated R603.000 in the 2017/2018 financial year.

5.2.6.5 People affected by Social Ills

HIV/AIDS Programme

The uMngeni Municipality has undertaken to develop an HIV and AIDS strategy. The purpose of this strategic plan is to guide all stakeholders and role-players in their efforts to implement a systematic response to the pandemic within the uMngeni jurisdiction. The plan is informed by two key principles that guide municipalities in their fight against the spread and impact of HIV and AIDS:

- Reduction or elimination of duplication;
- Maximum utilisation of the available resources;

The uMngeni HIV and AIDS strategy is premised on the understanding that the fight against the spread and impact of the HIV and AIDS pandemic in our communities can only be won through multi-sectoral collaboration and creation of an effective partnership based on the experience and skills of locally based organisations and institutions.

5.2.6.6 Early Childhood Development

The Government of the Republic of South Africa prioritised early childhood development (ECD) since 1994. ECD has been recognised as one of the most powerful tools for breaking the intergenerational cycle of poverty in South Africa. Overwhelming scientific evidence confirms the tremendous importance of the early years for human development and the need for investing resources to support and promote optimal child development from conception. Lack of opportunities and interventions, or poor-quality interventions, during early childhood can significantly disadvantage young children and diminish their potential for success. The municipality thus has an important role to play in co-ordinating and facilitating ECD through statutory planning and other support services.

5.2.6.7 Gender Programme

The Gender Programme entails Gender Awareness Workshops, Women in business, Cancer Awareness, HIV/AIDS Workshops and 16 Days of Activism activities. The municipality held workshops on gender-based violence in all wards using the Community Public Works (CPW) participants because their participants are in the age group that is most affected by gender-based violence.

5.2.7 SWOT Analysis – Social Development

Table 25: Social Development SWOT Analysis

| STRENGTHS | WEAKNESSES |
|--|--|
| <ul style="list-style-type: none"> ▪ Communities are clear on the level of developments that they require. ▪ There is sufficient data available to ensure evidence-based planning of social facilities. ▪ There are sufficient schools to meet the current demand. ▪ There are health facilities available in some wards. ▪ There are police stations available to ensure and promote safety. ▪ The municipality has a dedicated traffic management unit. ▪ The municipality host events that promote nation building and social cohesion. ▪ The municipality has a dedicated Unit that deals with youth development issues ▪ There is sufficient data available to ensure evidence-based planning of social facilities. ▪ There are sufficient schools to meet the current demand. ▪ There are health facilities available in some wards. ▪ There are police stations available to ensure and promote safety. | <ul style="list-style-type: none"> ▪ Lack of a 24-hour health facility within the municipality ▪ For the size of the population, the municipality does not have a public hospital. ▪ Majority of public schools lacking information technology ▪ Lack of public transport in rural communities ▪ Vehicle testing ground unavailable in the municipality. ▪ Lack of early childhood programmes. ▪ Lack or slow implementation of gender related issues. ▪ Low levels of people with a matric pass rate. ▪ Low levels of skilled people with only 15% having acquired a higher education levels. ▪ For the size of the population, the municipality does not have a public hospital. ▪ Majority of public schools lacking information technology ▪ Lack of public transport in rural communities ▪ Vehicle testing ground unavailable in the municipality. ▪ Lack of early childhood programmes. ▪ Low levels of people with a matric pass rate. ▪ Low levels of skilled people with only 15% having acquired a higher education levels. |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> ▪ Schools available to promote education as a driver for development ▪ Events hosted in the municipality provide opportunity to enhance tourism. | <ul style="list-style-type: none"> ▪ Lack of appropriate social facilities could lead to social ills. ▪ Mandates that are not controlled by the municipality could lead to community unrest. |

6. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS

6.1 Financial Viability and Management Analysis

6.1.1 Capability of the Municipality to Execute Capital Projects

The municipality's capacity to implement capital projects can be viewed in its success to identifying projects within their IDP, preparation of capital and operational budgets, receiving and administering Municipal Infrastructure Grant (MIG) funds and management, reporting on, monitoring and evaluating MIG projects.

The municipality has been able to identify infrastructure projects within the IDP after consultation with communities and stakeholders as reflected upon in the Capital Investment Plan. On an annual basis, the municipality as part of its legislative requirement to prepare a budget, includes capital and operational budget for infrastructure projects. These budgets are mainly on MIG allocation as the municipality currently does not have sufficient capacity for internal budgeting in particular for capital projects. Capital projects funded through the MIG have an allocation for 2018/2019 financial year amounting to R26.1 million. The municipality has a Project Management Unit that ensures the administering, management, reporting on, monitoring and evaluation of MIG projects. The municipality has an appointed Consulting Engineers to assist in the planning and implementation of MIG projects. The table below reflects funds received, spent, unspent over the last three years of MIG allocation for capital funding.

Table 26: Capital Expenditure

| Financial Year | Budget | Actual | Available | % Spent | Funding Source |
|-----------------------|---------------|---------------|------------------|----------------|-----------------------|
| 2017/2018 | 23,400,000 | 17,954,561 | 5,424,439 | 76,7 | MIG |
| 2016/2017 | 15,866,000 | 15,866,00 | 0 | 100 | MIG |
| 2015/2016 | 13,249,000 | 6,852,000 | 6,397,000 | 51,7 | MIG |

The funds that were not spent in 2015/2016 financial year were exhausted in 2016/2017 as projects allocated these funds have been completed.

6.1.2 Indigent Support

The provision of free basic social services by local government is part of the broader social agenda and anti-poverty strategy of the South African government.

Government at all levels has a constitutional obligation to take measures towards the realisation of the social and economic rights of all people as contained in the Bill of Rights. These rights include, inter alia health care, water, education, housing, food, social security and the environment.

The uMngeni Municipality social package for registered indigents includes the following:

- 100% rebate on the first R100 000.00 of the value of the property
- **Free basic services:** Registered indigent households will receive a pre-determined quantity of electricity, free of charge monthly. These quantities and the concomitant cost, as well as any other free basic services, will be determined annually by Council.
- **Service delivery benefits:** The municipality will take reasonable precaution within its means to ensure the minimisation of loss or wastage of services at indigent households by installing a pre-payment type electricity meter free of charge. The Chief Financial Officer of the Municipality will initiate a program, whereby consumers whose monthly consumption of services increases above the average of the pre-determined quantity, will be notified of this fact in writing to enable the consumer to take the required steps to reduce the consumption either by repairing faulty internal systems or reducing wastage. This information will be forwarded to the Community Services Department.
- **Arrears of indigent households:** The credit control and debt collection actions will be suspended upon approval of a household as indigent, but current monthly accounts must be paid every month. Arrears of registered indigents will, upon recommendation by the Community Services department be suspended. Applications must be processed and finalised within 3 months from the date of application.
- **Rental arrears of Registered Indigent Households:** When a tenant with a valid lease agreement with the uMngeni Municipality is registered on the indigent register, his / her rental arrears will be suspended. The monthly rent should then be calculated at 25% of the family income or the Full Cost Recovery rental of that specific Housing Scheme depending on which one is the lowest. The minimum rental that will be considered is 25% of one government pension. Where service accounts and assessment rates form part of rental accounts these tenants are also allowed to register on the Indigent Register to receive the above benefit.
- **Burial / Cremation Benefits:**
 - The municipality will bear the costs of the funeral of indigent persons. No relative or friends of the deceased will have any claim whatsoever against the municipality for cost incurred by them. All applications for indigent burial are to be endorsed by the ward Councillor before the benefit can be extended to the family.
 - The family or relative of the deceased buried as an indigent will be allowed to erect a tombstone on the grave, at their own expense.

- The next of kin will receive the reservation certificate and grave number upon request.
- The deceased may be cremated upon request.
- Family members can attend the burial according to their culture.
- The family of the deceased can only arrange the funeral service with an undertaker designated by the municipality as tendered for in accordance with the provisions of the Supply Chain Management Policy.

The monthly income threshold for its social package for indigent residents is R3,500. This means that residents with no income or earning an income up to but not exceeding R3,500 per month, qualify to register and benefit from rates rebates, free basic electricity and refuse removal. The social package assists residents that have difficulty paying for services and are registered as indigent households in terms of the Indigent Policy of the Municipality. Only registered indigent qualify for the free basic services.

For the 2017/2018 financial year, there were 1324 registered residents that are registered as indigent, and uMngeni Municipality calls upon all residents who meet threshold to register at the municipal offices. In terms of the Municipality's Indigent Policy, registered households are entitled to free 100kw of electricity, free waste removal for all properties with a value of up to R200 000 as well as a discount on their property rates.

The cost of servicing indigent residents in the 2018/2019 financial year will be R4.6 million and expected to be an overall cost of R14.6 million in the Medium-Term Revenue and Expenditure Framework (MTREF). The social package of registered indigent households will be financed by utilisation of the equitable share received in terms of DORA. The municipality will receive an estimated DORA grant of R200.2 million in the next three years and this will make it affordable for the municipality to fund the social package.

6.1.3 Revenue Enhancement and Protection Strategies

As part of the financial sustainability strategy, an aggressive revenue management framework has been implemented to increase cash flow, not only from current billings but also from debtors that are more than 90 days. The intention of the strategy is to streamline the revenue value chain by ensuring accurate billing, customer service and credit control and debt collection.

Despite some prudent practices to curb wasteful and fruitless expenditure, the municipality has been experiencing some financial difficulties and as a result came up with some revenue enhancement and protection strategies to be implemented in the MTREF years.

- Overtime reduction in favour of filling of vacancies and ending the Saturday shift system at Finance. However, this will not affect the selling of electricity as they are already designated purchasing points available to communities;
- Putting on hold of contracts that do not immediately affect service delivery;
- Reviewing of municipal lease agreements to ensure that they are market related;
- Scrapping of unnecessary contracts;
- Introduction of Smart Metering to curb electricity theft;
- Data cleansing in order to ensure all properties are billed accordingly;
- Streamlining of work between the municipal Planning and Finance departments with service providers responsible for the municipal Valuation Roll to ensure all properties with building improvements or have significantly increased in value are valued correctly;
- Reclassification of rates category for properties that seem to be exploiting the municipal system;
- Introduction of a pay-parking system at the Howick CBD;
- Reduction of outstanding debt;
- Increasing rates collection to 95 percent by 2020;
- Reviewing of electricity tariffs to be cost reflective and;
- Increasing traffic staff to maximise collection of fines.

6.1.4 Municipal Consumer Debt Position

Table 27: Debtors Age Analysis

| | | | | | | | |
|---------------------------------|-----------------------|---------------------|---------------------|---------------------|---------------------|----------------------|-----------------------|
| Age Analysis April 2018 | | | | | | | |
| uMngeni Municipality | | | | | | | |
| | | | | | | | |
| SERVICE | CURRENT | 30 DAYS | 60 DAYS | 90 DAYS | 120 DAYS | 150 DAYS | TOTAL |
| ELECT | 4,266,619.54 | 1,607,308.34 | 765,709.85 | 517,511.85 | 2,631,392.90 | 9,547,600.16 | 19,336,142.64 |
| REFUSE | 550,518.92 | 261,258.51 | 178,030.90 | 150,371.29 | 2,232,293.21 | 857,481.36 | 4,229,954.19 |
| RENT | 52,993.26 | 35,871.89 | 25,352.10 | 21,716.89 | 34,129.91 | 570,673.12 | 740,737.17 |
| TOTAL SERVICES | 4,870,131.72 | 1,904,438.74 | 969,092.85 | 689,600.03 | 4,897,816.02 | 10,975,754.64 | 24,306,834.00 |
| TOTAL RATES | 8,781,593.94 | 5,586,465.98 | 3,849,692.08 | 2,912,588.38 | 2,665,363.63 | 69,481,054.65 | 93,276,758.66 |
| TOTAL SERVICES AND RATES | 13,651,725.66 | 7,490,904.72 | 4,818,784.93 | 3,602,188.41 | 7,563,179.65 | 80,456,809.29 | 117,583,592.66 |
| | | | | | | | |
| ELECT KVA | 419,033.41 | 105,409.01 | 97,079.38 | 8,201.99 | 28,691.44 | 26,691.44 | 685,106.67 |
| LEGAL COSTS | - | - | - | - | - | 11,845.82 | 11,845.82 |
| UNALLOCATED PAYMENTS | -11,233,514.95 | - | - | - | - | - | -11,233,514.95 |
| SUNDRY DEBTORS | 41,183.31 | 11,320.10 | 7,141.43 | 6,729.27 | 4,287.36 | 817,308.13 | 887,969.60 |
| TOTAL | -10,773,298.23 | 116,729.11 | 104,220.81 | 14,931.26 | 32,978.80 | 855,845.39 | -9,648,592.86 |
| TOTAL SERVICES AND RATES | 13,651,725.66 | 7,490,904.72 | 4,818,784.93 | 3,602,188.41 | 7,563,179.65 | 80,456,809.29 | 117,583,592.66 |
| GRAND TOTAL | 2,878,427.43 | 7,607,633.83 | 4,923,005.74 | 3,617,119.67 | 7,596,158.45 | 81,312,654.68 | 107,934,999.80 |

The outstanding consumer debtors as of 30 April 2018 totalled R107.7 million. This figure was R111.2 million in July 2017 and R104.2 million as of July 2016. Much improvement still needs to be done in terms of our debt collection as effectively only 3 percent of the outstanding debt has been collected since July 2017 down by approximately 3.2 percent from the period 2016 to 2017.

6.1.5 Grants and Subsidies

The total operating grants and transfers is expected to be R103 million in the 2018/2019 financial year and increasing to an estimated R210.1 million over the last two MTERF years. Most grants and transfers is dominated by the Local Government Equitable Share at R60.1 million, MIG funding at R22.6 million, Integrated National Electrification Programme (INEP) at R8 million, Mandela Capture Site at R5 million and KZN Library transfer valued at R3.3 million. The remainder of the grants and transfers is made up of Finance Management, EPWP Incentive and KZN Museum.

The INEP grants will be reduced by 56 percent in 2019/2020 and then increased to R6.4 million in the 2020/2021 financial year. The MIG allocation in the MTERF is estimated to be R69.8 million increasing by 1.7 percent in 2019/2020 and 4.5 percent in the 2020/2021 financial year.

6.1.6 Municipal Infrastructure Assets and Maintenance

Aligned to the priority being given to preserving and maintaining the municipality's current infrastructure, the 2018/2019 budget and MTREF provide for extensive growth in the area of asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan. In terms of the municipal budget and reporting regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services.

Provision for depreciation and asset impairment has been informed by the municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate asset consumption. Budget appropriations in this regard total R32.3 million for the 2018/2019 financial year and equates to 8.28 percent of the total operating expenditure. Note that the implementation of GRAP 17 accounting standard has meant bringing a range of assets previously not included in the assets register onto the register. This has resulted in a significant increase in depreciation relative to previous years.

During the compilation of the 2018/2019 MTREF operational repairs and maintenance was identified as a strategic imperative owing to the aging of the Municipality's infrastructure and historic deferred maintenance. The total allocation for 2018/2019 equates to R19 million. For the 2018/2019 financial year 53.6 percent or R10.2 million of total repairs and maintenance will

be spent on infrastructure assets. Community assets have been allocated R8.8million of total repairs and maintenance equating to 46.4 percent. The repairs and maintenance will increase to R20 million in 2019/2020 and R21.1 million in the 2020/2021 financial years which represents a 5.2 percent increase (2019/2021) and another 5.2 percent increase respectively in 2020/2021. This plan currently does not represent a realistic budget towards repairs and maintenance as it represents only 5 percent of the Property, Plant and Equipment (PPE) which ideally should not be less than 8 percent of the PPE value.

This is to comply with the requirements of National Treasury Circulars 66 & 67 to budget for at least 8 percent of Property, Plant & Equipment for renewal and operational repairs and maintenance of existing asset infrastructure. For uMngeni Municipality this stands at 5 percent due to budgetary constraints.

The municipality has an Asset register in place which was compiled in the 2017/2018 financial year. This register however has some duplication on the financial system SAMRAS which has led the municipality to embark on a project to undertake verification of assets in order to curb the current situation. Current ratio is a measure of the current assets divided by the current liabilities and as a benchmark the Municipality has set a limit of 1, hence at no point in time should this ratio be less than 1. For the 2018/2019 MTREF the current ratio is 2.3 in the 2018/2019 financial year and 2.4 and 2.3 for the two outer years of the MTREF. Going forward it will be necessary to increase these levels.

Part 16 of the uMngeni Municipality's Assets Management Policy states that Every head of department shall ensure that a maintenance plan in respect of every new infrastructure asset with a value of R100 000 (one hundred thousand rand) or more is promptly prepared and submitted to the council of the municipality for approval. In this regard, the municipality informed by IDP priorities must prepare an Asset Procurement Plan to strengthen asset management of municipal assets. This in particular is not yet in place.

The asset life-cycle is a key concept underpinning asset management. An asset life-cycle covers all phases of an asset's life starting with planning, through its acquisition, operation, maintenance and eventual disposal. Management of these phases should be aligned to the municipality's planning, budgeting, monitoring and reporting processes. The previous municipal council at a meeting held on 31 August 2016, approved a process of write offs/disposal and donation amount to R2.1 million which was the last time there was disposal of assets. Table 28 outlines capital expenditure on projects that form part of our assets.

Table 28: Annual Capital Projects

| Annual Capital Budget 2018/2019 | | | |
|---|-----------------------|----------------------|----------------------|
| Projects Name | Funding Source | Annual Budget | New / Ongoing |
| Mpophomeni Roads and Storm Water 8,9,10,11 Phase 14 | MIG | 12,000,000 | Ongoing |
| Midlands Roads Phase 6 | MIG | 10,646,000 | Ongoing |
| Furniture & Office Equipment | uMngeni Municipality | 1,554,189 | New |
| Total | | 22,200,198 | |

6.1.7 Current and Planned Borrowings

Capital expenditure in local government can be funded by capital grants, own source revenue and long-term borrowing. The ability of the municipality to raise the long-term borrowing is largely dependent on its creditworthiness and financial position. The municipal current liability for borrowings will be R3.1 million in the 2018/2019 financial year whilst totalling R9.9 million in the MTERF. The municipal long term non-current liabilities on borrowings amounts to a total of R50.3 million. The uMngeni municipal long-term loan repayment commitments are with DBSA and ABSA with some loans having been borrowed to fund the IDP Development Programme as far back as in 2001 when local governments were just being introduced.

The municipality's grant dependence on capital budget is rather high as 66 percent of the R34.5 million of this budget is MIG allocation. The operating budget for the upcoming financial year is 19 percent of the total budget of R311.9 million.

6.1.8 Municipality's Credit Rating

The municipality due to financial constraints a few years ago cancelled its subscription with Moody's Rating Agency which is an international rating agency however the municipality does get audit opinions from the South African Auditor General. The municipality unfortunately received a qualified audit opinion for the 2016/2017 financial year which was a downgrade from the previous year where it obtained an unqualified audit opinion. The basis for the qualified audit opinion was due to material losses amounting to R8.43 million were incurred because of a write-off of irrecoverable trade and material losses in electricity distribution losses of R73.4 million were incurred which represent 75 percent of total electricity purchased. The electricity losses were because of unauthorised consumption and tempering and other technical losses. The other critical finding by the AG was irregular expenditure amounting to R1.1 million as a result of non-compliance with Municipal Supply Chain Management Regulations, 2005. To improve compliance and address matters raised by the AG, the municipality has developed an AG Action Plan and is attached herewith as Annexure I.4 of this document.

6.1.9 Employee Related Costs

The employee related costs including political office bearers for the 2018/2019 financial year amounts to R121.7 million which equals 31 percent of the total operating expenditure. The agreed collective SALGBC collective agreement increment for the upcoming financial year is 7 percent with a further 7 percent added in 2019/2020 and 7 percent in the 2020/2021 financial year respectively. The total operating expenditure for the MTERF in so far as employee related cost including benefits will total R274.3 million. This amount has not made consideration of all vacancies in the organogram due financial constraints.

6.1.10 Supply Chain Management (SCM)

As mentioned above the AG found that goods and services with a transaction value of below R200 000 were procured without obtaining the required quotations as per SCM Reg17 (a) and (c) and irregular and fruitless expenditure of R1.106 million was not investigated to determine if any person is liable for the expenditure as per MFMA s32(2)(b). These deviations may be attributed to staff capacity and shortages at the SCM Unit and the lack of segregation of duties. In this regard, the municipality as part of the AG Action Plan will be addressing issues raised by the AG whilst also looking at strengthening institutional capacity of the unit by filling in critical positions.

To effectively manage and curb irregular expenditure, the municipality has developed a Procurement Plan for the 2018/2019 financial year and such plan shall be closely monitored by MANCO and the Interim Finance Committee. The plan is aligned to the Service Delivery and Budget Implementation Plan for the forthcoming financial year.

Table 29: Bid Committees

| |
|--|
| Bid Specification Committee Members |
| Sandile Makhaye |
| Nonto Nzuza (Chairperson) |
| Mbo Zungu |
| Jerome Nzimande |
| Zaid Mansoor |
| Bid Evaluation Committee Members |
| Baneli Msomi |
| Don Mtshali |
| Delani Madondo (Chairperson) |
| Thando Mgaga |
| Nomusa Molefe |
| Mbo Zungu |
| Bid Adjudication Committee Members |
| Sandile Buthelezi |
| Steve Simpson |
| Sixtus Gwala (Chairperson) |

6.2 SWOT Analysis – Financial Viability and Management

Table 30: Financial Viability and Management SWOT Analysis

| STRENGTHS | WEAKNESSES |
|--|--|
| <ul style="list-style-type: none"> Financial systems are in place There is a clear understanding of the financial status Reliable and stable rates income base The Manager responsible for electricity has been appointed Revenue enhancement strategies in place | <ul style="list-style-type: none"> The Interim Finance Committee has created bottle necks in the implementation of the financial aspect in the day to day operation which in turn has stifled service delivery Municipal lease agreements with private entities is not market related Shortage of municipal staff Lack of effective and efficient SCM systems Financial systems are not in synch with organisational goals Poor property data that hinders revenue collection Lack of effective internal controls |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> Establishment of a Section 79 Finance Portfolio Committee Smart metering to reduce electricity theft Pay parking as source of revenue Installation speed cameras MSCOA to improve systems and process | <ul style="list-style-type: none"> Qualified audit finding Non-payment of services Insufficient capacity to effectively implement MSCOA Illegal buildings Loss of revenue in electricity theft |

7. GOOD GOVERNANCE AND PUBLIC PARTICIPATION ANALYSIS

7.1 Good Governance Analysis

7.1.1 National and Provincial Programmes rolled-out at Municipal Level

Operation Sukuma Sakhe (OSS)

The programme aims to embrace the community partnerships and the integration of fieldworkers, by encouraging coordination of comprehensive services of different service providers such as government departments, state owned enterprises and civil society as it views the delivery of anti-poverty programmes as a collective responsibility. The program is anchored on three important areas which are food security, healthier communities and empowerment of youth and women. It also aims to address the social ills which are substance abuse, teenage pregnancy, crime, road accidents and gender-based violence.

There are different steps to understanding household and community needs. The community care givers (CCGS) visit households whereby a household head will provide information on the individuals in the household, using the household profiling tool which is completed by the

CCGS and Youth ambassadors, the baseline information of the household is then established. The war room meetings then take place whereby there is discussion of the household needs per department; the needs are then submitted to the departmental focal person for action.

There are three main structures for OSS, the political structure, the coordinating structure and the oversight structure. In uMngeni municipality the Honourable Mayor is the political champion, there is also a Local Task Team that is supported by the Municipal Executive Council. At the ward level the ward councillors are championing OSS whilst there are Ward Task Teams that are supported by the ward committees. War rooms have been established in all the wards of uMngeni with some war rooms in some wards being fully functional. The functions of the War Room and the Local Task Team are outlined below:

The War Room - A War Room implements OSS at community level utilizing an integrated platform. The programme envisions to extend the reach of government to communities and to fast track government responses to household and community needs.

Community fieldworkers which include; Community Development Workers, Community Care Givers, Community volunteers, Sport Volunteers, Social Crime Prevention Volunteers, has been allocated per ward to assist with household and community profiling using the Household Profiling Tool.

The aim is to approach individual household and community problems in a collective manner and to collect and collate them in a single database and present them in coordinated way to the War Room. The different stakeholders, at the War Room meetings, agree on the manner in which services will be delivered in line with the Batho Pele principles and the Citizen's Charter.

Local Task Team – The LTT is responsible for the following functions:

- Providing guidance and mentorship support to War Rooms;
- Mobilize resources for the War Rooms;
- Support the development and implementation of War Room plans;
- Address challenges experienced by War Rooms;
- Provide guidelines for War Rooms on the submission requirements and format of reports to the Local Task Team;
- Monitor progress of the implementation of the programme at War Room level.

At the time of writing this report, there were 9 Local Task Team meetings that had taken place in the 2017/2018 financial year with one more scheduled for the remainder of the year.

Batho Pele

The uMngeni Municipality has adopted the following Batho Pele principles which put people first in all forms of service delivery:

Consultation: Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered. The municipality has upheld this principle by engaging the public in the formulation of all municipal programmes which includes this IDP Review.

Service Standards: Citizens should be told what level and quality of public services they will receive so that they are aware of what to expect. Through the ward committees the municipality has been able to offer specific services that are to the satisfaction of the public.

Access: All citizens should have equal access to the services to which they are entitled. The municipality serves its entire area of jurisdiction thus reaching all citizens. Where the municipality is unable to offer services, the municipality has been proactive in communicating community needs with the relevant authorities.

Courtesy: Citizens should be treated with courtesy and consideration. Courtesy has been an important part of treating our customers whereby the municipality communicate through the different media forums on development and adoption municipal programmes.

Information: Citizens should be given full, accurate information about the public services they are entitled to receive.

Openness and transparency: Citizens should be told how national and provincial departments are run, how much they cost, and who is in charge. The municipality has been able to achieve this principle through the IDP Ref Forum and many other municipal platforms where the municipality engages its communities.

Redress: If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when the complaints are made, citizens should receive a sympathetic, positive response. The municipality strives to deliver on its promised standard of service but where it has lacked appropriate measures must be taken to address the matter in the most professional manner at any given time.

Value for Money: Public services should be provided economically and efficiently in order to give citizens the best possible value for money. The municipality strived to provide services whilst at the same time ensuring cost saving measures.

- Encouraging Innovation and Rewarding Excellence: Innovation can be new ways of providing better service, cutting costs, improving conditions, streamlining and generally making changes which tie in with the spirit of Batho Pele. It is also about rewarding the staff who “go the extra mile” in making it all happen.
- Customer Impact: Impact means looking at the benefits we have provided for our customers both internal and external – it is how the nine principles link together to show how we have improved our overall service delivery and customer satisfaction. It is also about making sure that all our customers are aware of and exercising their rights in terms of the Batho Pele principles.

As part of the process to institutionalize the Batho Pele principles, the municipality is developing a Service Delivery Charter and Standards that is intended to be a policy position of the municipality, with the aim to promoting compliance to the standards assured by the municipality. The policy will be developed with the optimism that service delivery complaints will be reduced and fostering of a culture of mutual respect between the municipality, communities and all relevant stakeholders. The Service Delivery Charter and Standards is expected to be adopted by December 2018.

In the 2015 KZN Citizen Satisfaction Survey conducted by Stats SA, uMngeni Municipality residents identified Job Creation, Education & Skills Development and Primary Health Care. In order to improve its service delivery to communities, the municipality is in the process of developing a Service Delivery and Improvement Plan (SDIP) which will be closely informed by the results of 2015 KZN Citizen Satisfaction Survey and the priorities identified by communities during Izimbizo that took place in 2017 and 2018. The SDIP will be developed and adopted by council and form part of the next IDP Review. As per COGTA MEC’s recommendation, the SDIP will also be aligned to the B2B Support Plan.

7.1.2 Inter Governmental Relations

IGR forums are there to provide a platform for discussion and constitution on areas that require co-operative among the family of municipalities. IGR forums are not executive decision-making bodies, but they may take resolutions or make recommendations in order to promote and facilitate co-operative decision making.

The uMngeni Municipality falls under the uMgungundlovu District Municipality which has an operational IGR structure that has been running from the terms of the previous two council. The Cluster Model has led to the establishment of Shared Services in the District, which also lead to better utilisation of resources. Shared Services are now used in the fields of Performance Management, Integrated Development Planning and Information and Communications Technology. This approach is having the effect that the family of municipalities are all

benefiting from the scarce resources and expertise available within the district. Each cluster is chaired by municipal managers from each of the local municipalities as indicated below:

- Mayors Forum - UMDM Mayor
- Municipal Managers Forum – UMDM
- Cooperate Governance - Msunduzi
- Financial Cluster - Mpofana
- Planning and Development – uMngeni
- Cooperate and Social Services – uMshwati
- Technical Services and Infrastructure - Mkhambathini
- ICT - Impendle
- Communications - Richmond
- Special Programmes - District

There are however improvement measures that need to be put in place to ensure the functionality of all clusters as was the case in previous years. Further to this the municipality has been active in engagements with government sector departments and parastatal to strengthen working relationships for better service delivery.

7.1.3 Municipal Structures

Ward Committee

Ward committees are elected as ward-based committees. They are chaired by the Ward councillors and composed of community members. This is intended to provide a channel of communication and interaction between communities and the municipality. Furthermore, ward committees ensure the active participation of the community in service payment campaigns, the integrated development planning process, the Municipality's budgetary process, and decisions about the provision of municipal services, decisions about By-laws and decisions relating to implementation of Municipal Property Rates Act (MPRA). This function encapsulates the municipality's commitment to the provision of the highest quality service to its constituencies and to ensure that all the strategies and objectives are adhered to, resulting in a productive and sustainable municipality. The induction process for the ward committees, took place in November 2017.

The Speaker of the Council together with the municipal Public Participation Unit has been effectively championing the functioning of the Ward Committees within the municipality as reflected below in Table 31. The table represents statistics for the period July 2017 to March 2018.

Table 31: Ward Committee Functioning

| Indicator | Annual Target | Actual |
|-------------------------|---------------|--------|
| NO OF SECTORAL REPORTS | 900 | 698 |
| WARD COMMITTEE MEETINGS | 108 | 68 |
| PUBLIC MEETINGS | 36 | 40 |
| WARD COUNCILLORS REPORT | 36 | 32 |

IDP Representative Forum

The main function of the IDP Representative Forum is to ensure the participation of various interested and affected organizations, groups and individuals. The general Terms of Reference of the Forum, in accordance with the IDP Guidelines, are as follows:

- Represent the interests of constituents in the IDP process;
- Provide an organizational mechanism for discussion, negotiation and decision making between the stakeholders, including municipal government;
- Ensure communication between all the stakeholder representatives, including municipal government; and
- Monitor the performance of the planning and implementation process.

In order to encourage the continued participation of the Forum members in the IDP process as well as to encourage additional organizations to become members of the Forum, it was proposed that notices informing community members of the IDP process be placed in the local press, and on Municipal notice boards. On 12 January 2018, the municipality held an IDP Representative Forum where government departments and other stakeholders presented their programme of action in the municipal area. The sector department programmes have been incorporated into this IDP Review.

Executive Committee (EXCO)

The Municipal Council established an Executive Committee comprising 3 members. The Mayor decides when and where EXCO meets. It is composed in such a way that parties and interests represented in the Council are represented in EXCO in the same proportion.

The Executive Committee is the management or principal committee of the municipality. It receives and discusses reports from other committees of Council and must forward these reports together with its recommendations to the full Council where it cannot dispose of the matter in terms of its delegated powers.

Council

As previously mentioned in the earlier part of this documents, the uMngeni Municipal Council comprises of 23 Councillors, constituted from 12 Ward Councillors; and 11 proportional representation (PR) Councillors. This document represents the mandate held by this current council until the end of their elected term. In relation to the IDP, the uMngeni Council is responsible for the following activities:

- Adopting the Process Plan. This plan was adopted on 31 August 2017 to inform the IDP Review, MTREF Budget and Performance Management System.
- Ensuring that business plans and budget decisions are based on the IDP.
- Ensuring that Key Performance Indicators and Targets as outlined in the PMS are realistic and achievable.
- Ensuring that the Budget is tied to IDP
- Ensuring that there is a linkage between the IDP, the Budget process and Performance Management System (PMS)
- Monitoring the implementation of the IDP.
- Ensuring that the IDP process complies with the prescribed legislation.
- Approving and adopting the IDP. Draft IDP Review for community consultation was approved on 28 March 2018.

Council has played a role of ensuring that all the above processes have taken place to ensure compliance with the development of this plan. Since 2016, Amakhosi have been represented at all Council meetings by Inkosi Mkhize as per Section 81 of the Municipal Structures Act. Council sit at least once a month unless there's a special council required. At the time of compiling this document ten Council sittings had taken place.

IDP Steering Committee

This Committee is chaired by the Municipal Manager and comprises of the Heads of Department and other key officials. Its Terms of Reference are as follows:

- To commission research studies or any other information collection activity;
- To assess proposals from project teams and make recommendations regarding improvements amendments.
- To process, summarise and document outputs;
- To make content recommendations to the IDP Manager, IDP Representative Forum and Council
- To prepare, facilitate and document meetings;

- To assess, and comment on, inputs from project teams, provincial sector departments and support providers.

The functionality of this committee will improve by ensuring that the IDP is a standing item on the agenda of the Management Committee.

Municipal Public Accounts Committee (MPAC)

The primary function of the Municipal Public Accounts Committee (MPAC) is to assist the Council in exercising its oversight and accountability responsibilities and function; by generally exercising political oversight on behalf of the council; by holding the executive and municipal administration to account; by overseeing and reviewing municipal accounts to ensure the effective and efficient utilization of the municipal resources; and by carrying out the responsibilities of initiating and preparing the annual oversight report. The uMngeni LM committee meets at least quarterly per annum. The Chairperson of the Committee determines the time and venue of all meetings. MPAC sits once a month and has been functional since the start of the financial year. At the time of compiling this document seven MPAC meetings had set since August 2017. The MPAC also plays the role of the Oversight Committee which is responsible for the process towards the adoption of the Annual Report.

7.1.4 Audit Committee

The Audit Committee is an independent appraisal which examines and evaluates the municipal activities as a service to Management and the Council. It also provides for the independence of the Internal Auditing Activity, its personnel report to the Municipal Manager who report functionally to the Audit Committee.

The department supports members of uMngeni Municipality in the effective discharge of their duties. Internal Audit is well qualified and experienced to assist management to identify the main fraud risks facing the municipality and could assist management in designing appropriate controls that could minimize the effects of the risks. The scope of work of the Audit Committee is to determine whether the municipality network of risk management, control and governance processes, as designed and represented by management, are adequate and functioning in a manner to ensure:

- That risks are appropriately identified and managed;
- That interaction with various governance groups occurs as needed;
- That significant financial, managerial, and operating information is accurate, reliable, and timely;
- That employee's actions are in compliance with policies, standards, procedures, and applicable laws and regulations;

- That resources are acquired economically, used efficiently, and adequately protected;
- That programs, plans, and objectives are achieved;
- That quality and continuous improvement are fostered in the uMngeni Local Municipality control process; and
- Those significant legislative or regulatory issues impacting the uMngeni Local Municipality are recognized and addressed appropriately;
- Evaluate and report on Performance Management.

The municipality appointed an Audit Committee for the next three years effective April 2017. The members are listed below with the position of the Chairperson being vacant.

- Chairperson - Vacant
- Mr. E. Mntambo
- Mr. B. Dladla
- Ms. N Mchunu
- Mr. L. Kubheka

7.1.5 Status of Municipal Policies

Table 32 below indicates the status of municipal policies.

Table 32: Policies

| POLICIES | STATUS | ADOPTED |
|---|---|----------------|
| Employment Equity Plan | Being implemented | Y |
| Leave Policy | Currently being implemented | Y |
| Placement Policy | Being implemented | Y |
| Workplace Skills Plan | Skills audit has been done and implementation | Y |
| Training and Development Policy | Implemented | Y |
| Retention Policy | Adopted | Y |
| Succession Policy | Adopted | Y |
| Recruitment and Selection Policy | Requires adoption | N |
| Petty Cash Policy | Implemented but needs to be reviewed | Y |
| Investment and Cash Management Policy | Implemented but needs to be reviewed | Y |
| Credit Control and Debt Collection Policy | Implemented but needs to be reviewed | Y |
| Overtime Policy | Implemented but needs to be reviewed | Y |
| Rates Policy | Implemented but needs to be reviewed | Y |
| Subsistence and Travel Allowance Policy | Implemented but needs to be reviewed | Y |

| POLICIES | STATUS | ADOPTED |
|------------------------------------|--|----------------|
| Supply Management Policy | Implemented but needs to be reviewed | Y |
| Tariff Policy | Implemented but needs to be reviewed | Y |
| Indigent Policy and Register | Implemented | Y |
| Funding and Reserve Policy | Implemented but needs to be reviewed | Y |
| Property Management Policy | Implemented but needs to be reviewed | Y |
| Informal Economy Policy | Implemented but needs to be reviewed | Y |
| Employee Wellness Programme Policy | Adopted and implemented | Y |
| Health and Safety Policy | Draft | N |
| Anti-Fraud and Corruption Strategy | Currently being developed by Internal Audit Unit | N |

7.1.6 Municipal Bylaws

Table 33 indicates the status of the municipal by-laws promulgated since April of 2006:

Table 33: By-Laws

| BY - LAWS | PROMULGATED | DATE PROMULGATED |
|--|--------------------|-------------------------|
| Pound | Y | April 2006 |
| Spatial Planning and Land Use Management By-Laws | Y | January 2016 |
| Advertising Signs | Y | April 2006 |
| Dogs | | April 2006 |
| Dumping and Littering | Y | April 2006 |
| Cemetery | | April 2006 |
| Control of Parking Attendants / Car Guards | Y | April 2006 |
| Credit Management | Y | April 2006 |
| Electricity Supply | | April 2006 |
| Financial | Y | April 2006 |
| Fire Brigade Services | | April 2006 |
| Funeral Undertakers | Y | April 2006 |
| Nuisances | | April 2006 |
| Public Health | Y | April 2006 |
| Public Meetings and Gathering, Processions and the Like | Y | April 2006 |
| Street Trading | Y | April 2006 |
| Standing Rules and Orders for Council and its Committees | Y | April 2006 |
| Waste Management | Y | April 2006 |
| UMDM SPLUMA By-laws | Y | January 2016 |

7.2 Public Participation Analysis

In terms of Chapter 4 Section 16 (1) of the MSA, a municipality must develop a culture of municipal governance that complements formal representative government with a system of

participatory governance, and must for this purpose encourage, and create conditions for the local community to participate in the affairs of the municipality, including in the preparation and implementation and review of its integrated development plan. To this effect the municipal council has adopted a Communications Strategy that ensures the provision of the legislation are adhered to.

The communities within the municipality are continuously engaged through ward committee structures and public participation consultative meetings to communicate municipal programmes, the IDP and the budget. On 03 May 2018, the municipality held a Joint Imbizo session along with UMDM to present the respective municipalities Draft 2018/19 IDP Review and Multi-Year Budgets. The Imbizo was a resounding success and was attended by 242 members of the public from all the twelve wards in the municipality. The inputs gathered from the session forms part of the Community Involvement Report attached herewith as Annexure I.1 of this document. There were also written inputs from various stakeholders of the community and this IDP Review was developed taking into consideration all of these contributions.

Community Based Plans (CBP)

CBP establishes a participatory process for mobilizing communities and planning around ward development issues and how they can relate to the broader municipal planning perspective. Linking CBP and IDP creates the opportunity for further grounding the IDP in the local context and gives greater meaning to the participatory requirements of the Municipal Systems Act.

Community-based planning empowers communities to interact and engage on ward development issues in their communities and to also lead to an improved local authority and other agency plans and services. Community-based planning is therefore a form of participatory planning designed to promote community action and to link to the IDP. The municipality through the ward committees and the general public has developed CBPs for all the wards within the municipality.

7.3 SWOT Analysis – Good Governance and Public Participation

Table 34: Good Governance and Public Participation SWOT Analysis

| STRENGTHS | WEAKNESSES |
|---|---|
| <ul style="list-style-type: none"> ▪ There's management capacity ▪ Good public participation ▪ Functional municipal structures ▪ Strong opposition in council ▪ Rich knowledge and experience in local government of the administration ▪ Municipal policies are in place ▪ Active public participation unit | <ul style="list-style-type: none"> ▪ Knowledge management not in place ▪ Non-implementation of Batho Pele principles ▪ Policy implementation not implemented ▪ Weak supervision and consequence management ▪ Municipality plays a coordinating role for sector department functions ▪ Lack of collective leadership |

| | |
|--|--|
| <ul style="list-style-type: none"> ▪ All sectional posts in the Office of Municipal Manager are filled ▪ Special programmes are active | |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> ▪ Influence organisational culture towards achieving municipal goals ▪ Professionalisation through implementation of Batho Pele principles ▪ Capacity building of front line staff ▪ Implementation of Communication Strategy ▪ Improved management systems to achieve clean audit | <ul style="list-style-type: none"> ▪ Demoralised staff ▪ Misleading information to communities ▪ Lack of adequate posturing to attract outside investment ▪ Compromised IGR structures ▪ Perceived corruption |

8. KEY CHALLENGES

Table 35 outlines key challenges in the respective KPA's. These challenges amongst other things has informed the strategic objectives of the municipality however indicators have to be developed for all the strategies.

Table 35: Key Challenges

| Key Performance Area | Challenges |
|---|---|
| Cross Cutting Interventions | <ul style="list-style-type: none"> ▪ Lack of community awareness on land use management ▪ Spatial inequalities ▪ Lack of inter-governmental relations between the municipality and Ingonyama Trust Board on land use management ▪ Lack of sufficient capacity to guide land use management ▪ Loss of valuable agriculture land |
| Municipal Transformation and Organisational Development | <ul style="list-style-type: none"> ▪ Shortage of staff at Technical Services ▪ Lack of knowledge management |
| Service Delivery and Infrastructure Investment | <ul style="list-style-type: none"> ▪ Aging infrastructure ▪ Shortage of land for implementation of housing project ▪ Poor delivery of basic services to rural communities ▪ Housing backlogs |
| Local Economic Development and Social Development | <ul style="list-style-type: none"> ▪ Lack of employment opportunities created through local economic development ▪ Lack of implementation of local economic development ▪ Lack of marketing and promotion of tourism |
| Municipal Financial Viability and Management | <ul style="list-style-type: none"> ▪ Electricity theft ▪ Poor revenue collection ▪ Non-implementation of policies and by-laws of credit control ▪ Lack of cost effectiveness in spending ▪ Grant dependent on infrastructure spending ▪ Debt write-offs |

| | |
|--|---|
| | <ul style="list-style-type: none"> ▪ Lack of asset management ▪ Poor financial management control systems |
| Good Governance and Public Participation | <ul style="list-style-type: none"> ▪ Lack of review and monitoring on implementation of municipal policies ▪ Unsatisfied customers ▪ Poor document management and accessibility ▪ Unsatisfied customers |

CHAPTER D – VISION, GOALS AND STRATEGIC OBJECTIVES

1. Vision and Mission Statement

Vision

The national and provincial spheres of government have developed plans that will drive development for at least the next 15 years. The KZN Provincial Growth and Development Strategy has been aligned to the 2030 National Development Plan and as these plans are the cornerstone for development, it is essential that the Municipality takes these into consideration in all planning. The municipality's vision is aligned with the national and provincial strategies and was adopted by council in the last. The municipality's vision was developed in order to help guide in our actions or choices that we will make. Our vision is guided by these basic but fundamental principles:

- We needed to be clear about the destination
- We needed to be clear about the direction we need to take to get there
- We needed to be clear on the distance we travelling
- We needed to be clear on the means of travelling
- Lastly be clear on the where we are to get where want to

“By 2035, uMngeni Municipality as the **tourism destination** of choice will be the **hub of excellence** providing **quality services** whilst ensuring **quality of life**.”

Mission

In order for the municipality to achieve its vision statement, it will be guided by the following mission statement:

“uMngeni Municipality through **people focussed development** will **improve its skills capacity** in order to deliver **quality services** and ensure **inclusive socio-economic growth**.”

2. Strategic Goals and Objectives

Introduction

The municipality held its strategic planning session at the Protea Edward Hotel in Durban on 24th to 26th April 2017 in order to craft working solutions in the challenges that face the municipality and will be implemented in the current term of this council.

Goals, Objectives and Strategic Focus Areas

The municipality developed IDP goals, objectives and strategic focus areas which are aligned to the seven provincial goals as contained in the PGDS and also aligned to the national Key Performance Areas. As part of crafting this plan, council developed goals, objective and

strategies in order to respond to all the community inputs received during the public participation processes.

Table 36: IDP Goals, Objectives and Strategic Focus Areas

| KPA 1 - Municipal Transformation and Organisational Development | | |
|--|--|--|
| IDP GOAL | OBJECTIVE | STRATEGIC FOCUS AREA |
| 1.1 Human resource development and management | 1.1.1 To create a conducive working environment for all employees | 1.1.1.1 Strengthening the internal bargaining structure 1.1.1.2 Enhance and maintain good labour relations between employees and employer 1.1.1.3 Implementation of EAP programmes to support the wellbeing of employees |
| | 1.1.2 Promote employment equity | 1.1.2.1 Compliance and monitoring of the Employment Equity Plan |
| | 1.1.3 Enhance human resource management | 1.1.3.1 Review of the human resource development strategy 1.1.3.2 Review and implementation of the skills development plan in line with municipal priorities 1.1.3.3 Develop and implement a knowledge management strategy 1.1.3.4 Institutionalise the Batho Pele principles in order to achieve customer satisfaction 1.1.3.5 Enhance youth development services |
| | 1.1.4 Utilisation of information technology for effective service delivery | 1.1.4.1 Review and implementation of the IT Governance Framework 1.1.4.2 Increase stability and availability of ICT services |
| | | |
| KPA 2 - Basic Service Delivery and Infrastructure | | |
| IDP GOAL | OBJECTIVE | STRATEGIC FOCUS AREA |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.1 Provision of quality housing | 1.2.1.1 Eradicate informal settlements and housing backlogs |
| | 1.2.2 Provision of quality transport, roads and storm-water infrastructure | 1.2.2.1 Develop, review and implement a roads and storm-water management and maintenance plan |

| | | |
|---|---|--|
| | | 1.2.2.2 Provision of public transport infrastructure facilities |
| | 1.2.3 Access to electricity supply | 1.2.3.1 Provision of electricity supply to all households and businesses |
| | 1.2.4 Solid waste management | 1.2.4.1 Develop and implement an integrated waste management plan |
| | 1.2.5 Management of municipal parks and gardens | 1.2.5.1 Develop and maintain sports and recreational facilities 1.2.5.2 Maintenance of all municipal open spaces |
| KPA 3 – Local Economic Development | | |
| IDP GOAL | OBJECTIVE | STRATEGIC FOCUS AREA |
| 1.3 Job creation | 1.3.1 Increase employment and entrepreneurial opportunities | 1.3.1.1 Promotion of business and industrial investment 1.3.1.2 Forge public-private partnerships for local economic development 1.3.1.3 Support further development of the tourism sector |
| | 1.3.2 Inclusive socio-economic development | 1.3.2.1 Support the growth of SMMEs 1.3.2.2 Support emerging farmers whilst promoting diversification in the agricultural sector 1.3.2.3 Promote and support the informal and township economy 1.3.2.4 Facilitation of business expansion and retention 1.3.2.5 Continuous review and implementation of the LED Strategy |
| KPA 4 – Financial Viability and Management | | |
| IDP GOAL | OBJECTIVE | STRATEGIC FOCUS AREA |
| 1.4 Financially sound and sustainable municipality | 1.4.1 Compliance with financial legislation and policies | 1.4.1.1 Provide for strategic budgeting in line with IDP priorities |
| | | 1.4.1.2 Develop transparent processes in the procurement of goods and services |

| | | |
|---|---|--|
| | | <p>1.4.1.3 Obtain a credible audit outcome by the Auditor-General</p> <p>1.4.1.4 Facilitate support to indigent residents of the municipality</p> |
| | 1.4.2 Increase and enhance revenue collection | <p>1.4.2.1 Develop and implement a revenue enhancement strategy</p> <p>1.4.2.2 Rates and electricity bills must be accurate in order to ensure timeous payment by residents</p> <p>1.4.2.3 Collect all debt on debtors timeously</p> <p>1.4.2.4 Identify and implement diversified revenue streams</p> |
| | 1.4.3 Improve asset management | <p>1.4.3.1 Continuous implementation and monitoring of the asset management policy</p> <p>1.4.3.2 Compile and frequently review the asset register in line with GRAP</p> <p>1.4.3.3 Development and implementation of an efficient and effective fleet management system</p> <p>1.4.3.4 Develop, maintain and upgrade municipal community facilities</p> |
| KPA 5 – Good Governance and Public Participation | | |
| IDP GOAL | OBJECTIVE | STRATEGIC FOCUS AREA |
| 1.5 Good corporate governance | 1.5.1 Adherence with all legislative mandates | <p>1.5.1.1 Develop and review a credible and implementable integrated development plan</p> <p>1.5.1.2 Ensure the functioning of all council committees</p> <p>1.5.1.3 Provide support to all council oversight committees</p> <p>1.5.1.4 Review and implement all applicable municipal policies and by-laws</p> |

| | | |
|--|--|---|
| | 1.5.2 Promote participatory governance and multi-stakeholder engagements | 1.5.2.1 Implementation and monitoring of the municipal communication strategy 1.5.2.2 Ensure participation in all relevant IGR structures 1.5.2.3 Encourage all our social partners to participate in municipal affairs 1.5.2.4 Support and implement applicable national, provincial and district initiatives |
| | 1.5.3 Effective organisational performance management system | 1.5.3.1 Review and implementation of the Performance Management Framework |
| KPA 6 – Cross Cutting | | |
| IDP GOAL | OBJECTIVE | STRATEGIC FOCUS AREA |
| 1.6 Spatial planning and environmental sustainability | 1.6.1 Ensure integrated development and spatial planning | 1.6.1.1 Develop and review the municipal spatial development framework 1.6.1.2 Identify and develop local settlement plans in both urban and rural areas |
| | 1.6.2 Regulation of land use management | 1.6.2.1 Implementation of the municipal SPLUMA By-laws 1.6.2.2 Provision of support to Tribal Authority on land use management |
| | 1.6.3 Conservation and management of natural resources | 1.6.3.1 Protection of wetlands and water courses 1.6.3.2 Protection of biodiversity 1.6.3.3 Develop and comply with a strategic environmental assessment |
| | 1.6.4 Disaster Management | 1.6.4.1 Annually review and implement Disaster Management Plan as per legislative provisions |

Table 37 below reflect on the linkages of the KPAs, KZN PGDS with the IDP Goals.

Table 37: Provincial Alignment

| KEY PERFORMANCE AREAS | PGDS GOALS | IDP GOALS |
|---|---|---|
| Cross Cutting | Spatial Equity Environmental Sustainability | Spatial planning and environmental sustainability |
| Municipal Transformation and Organisational Development | Human Resource Development | Human resource development and management |
| Basic Service Delivery and Infrastructure Development | Strategic Infrastructure | Promote human settlement and infrastructure development |
| Local Economic and Social Development | Job Creation Human and Community Development | Transformation of the main economic sectors |
| Municipal financial viability and management | Governance and Policy | Financially sound and sustainable municipality |
| Good Governance and Public Participation | Governance and Policy | Good corporate governance |

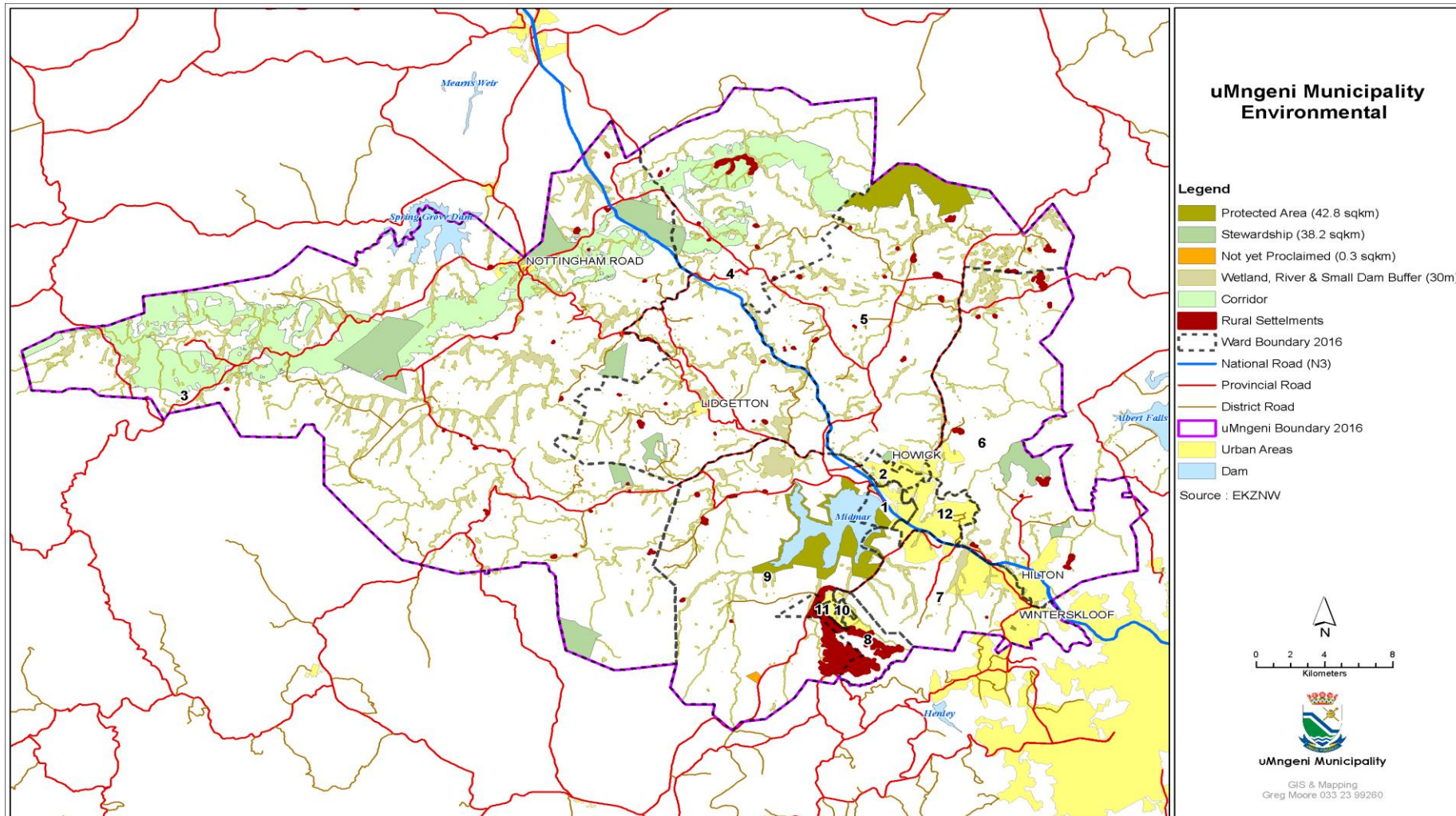
Values

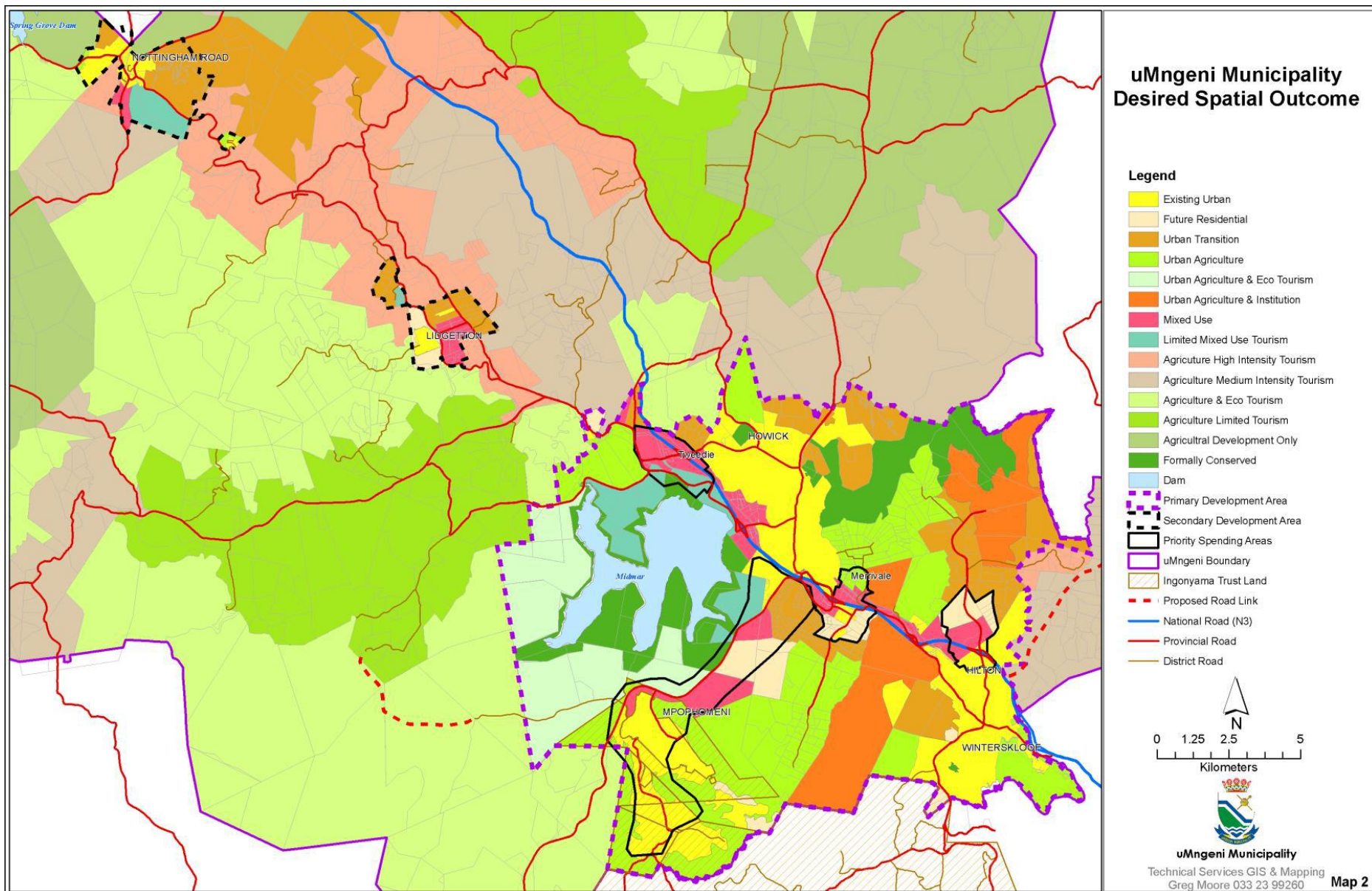
Having developed the goals and strategic objectives of the municipality, it was therefore necessary that the values be developed in order to build a culture that would enable achievement of the said goals and strategic objectives. The municipality has adopted the following values:-

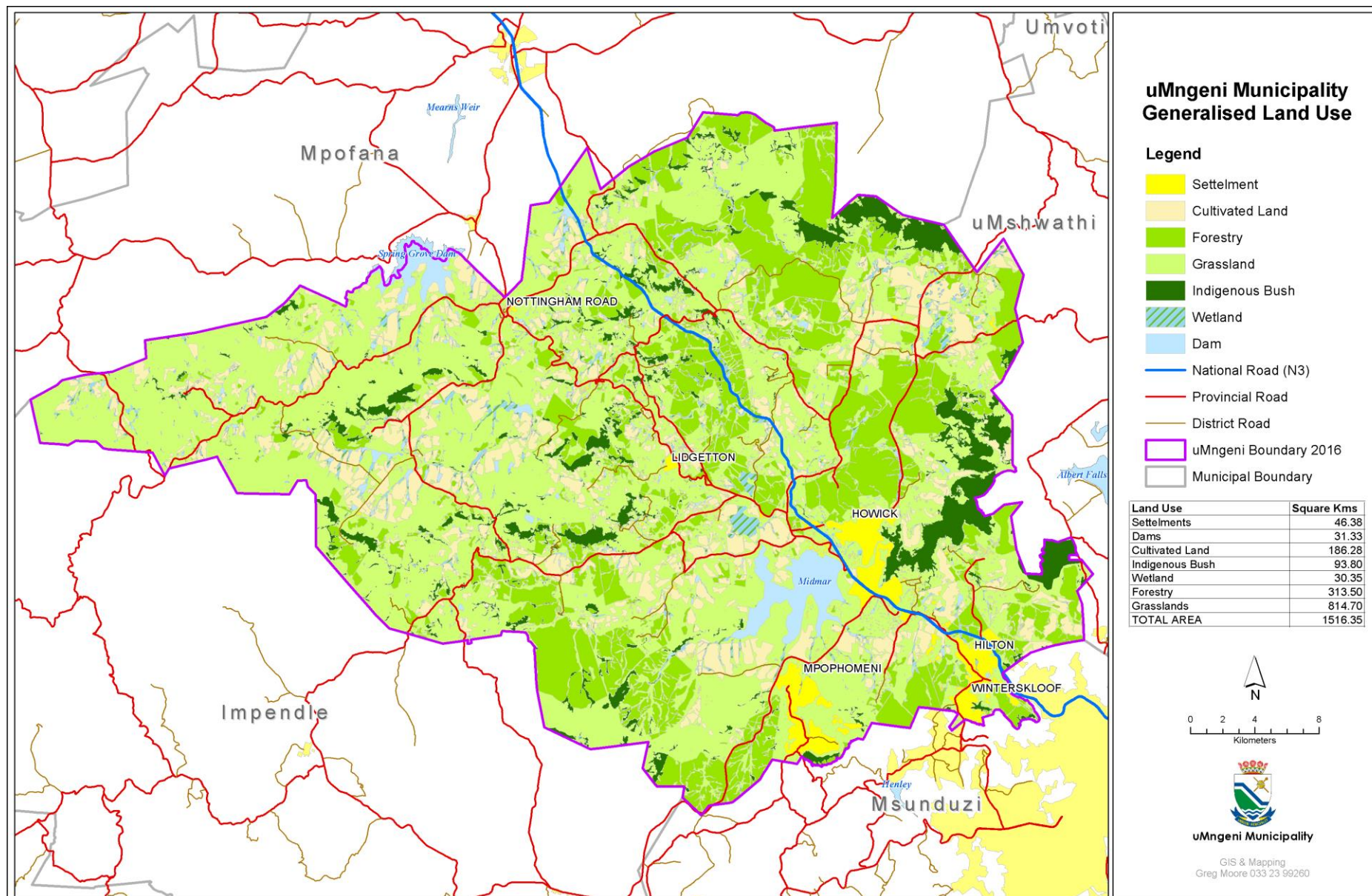
- Excellence
- Inclusiveness
- Commitment
- Dedication
- Professionalism
- Integrity

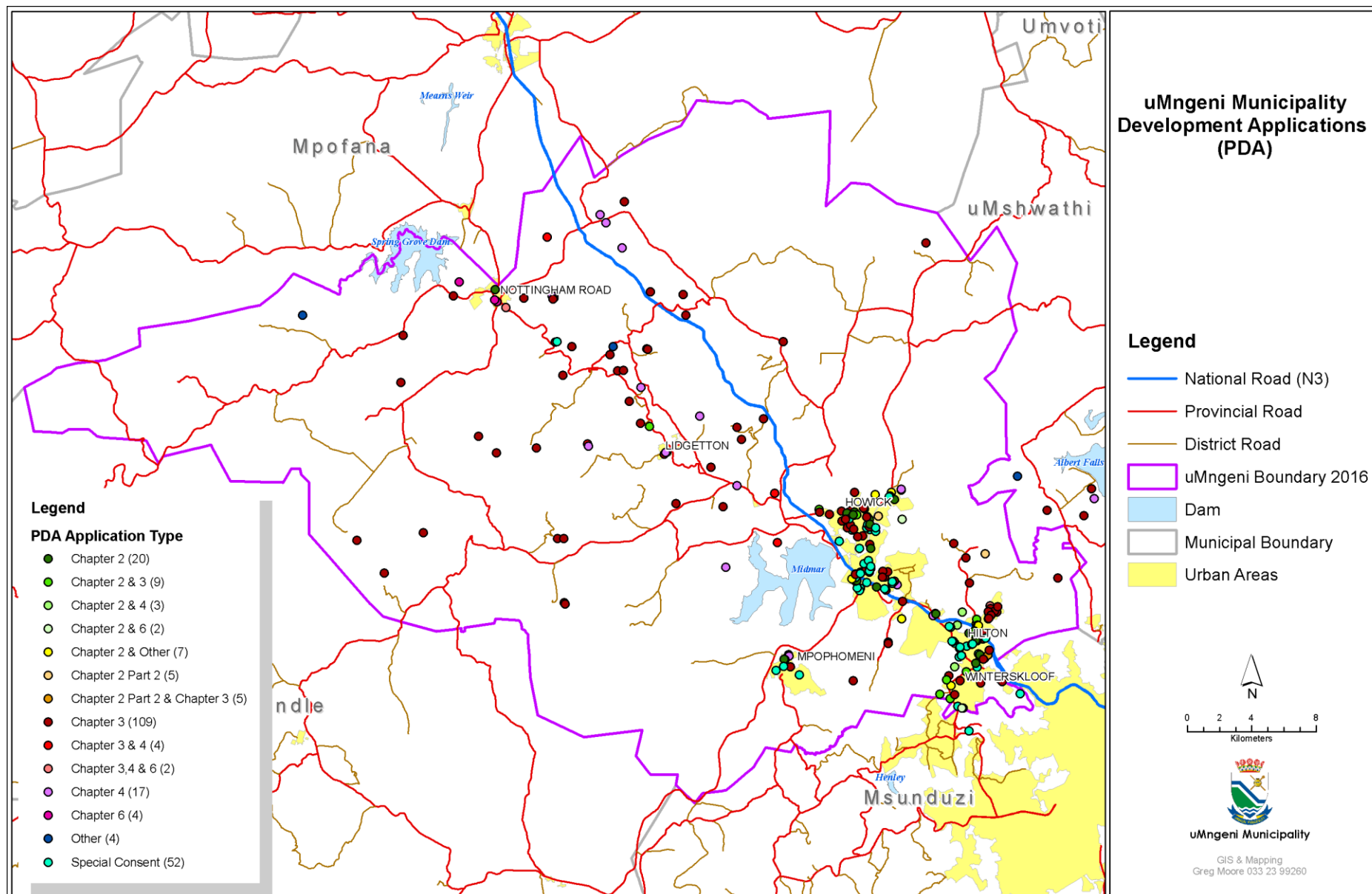
CHAPTER E – STRATEGIC MAPPING AND IMPLEMENTATION PLAN

E.1 STRATEGIC MAPPING










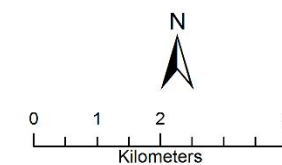




UMNGENI MUNICIPALITY Proposed Housing Projects

Legend

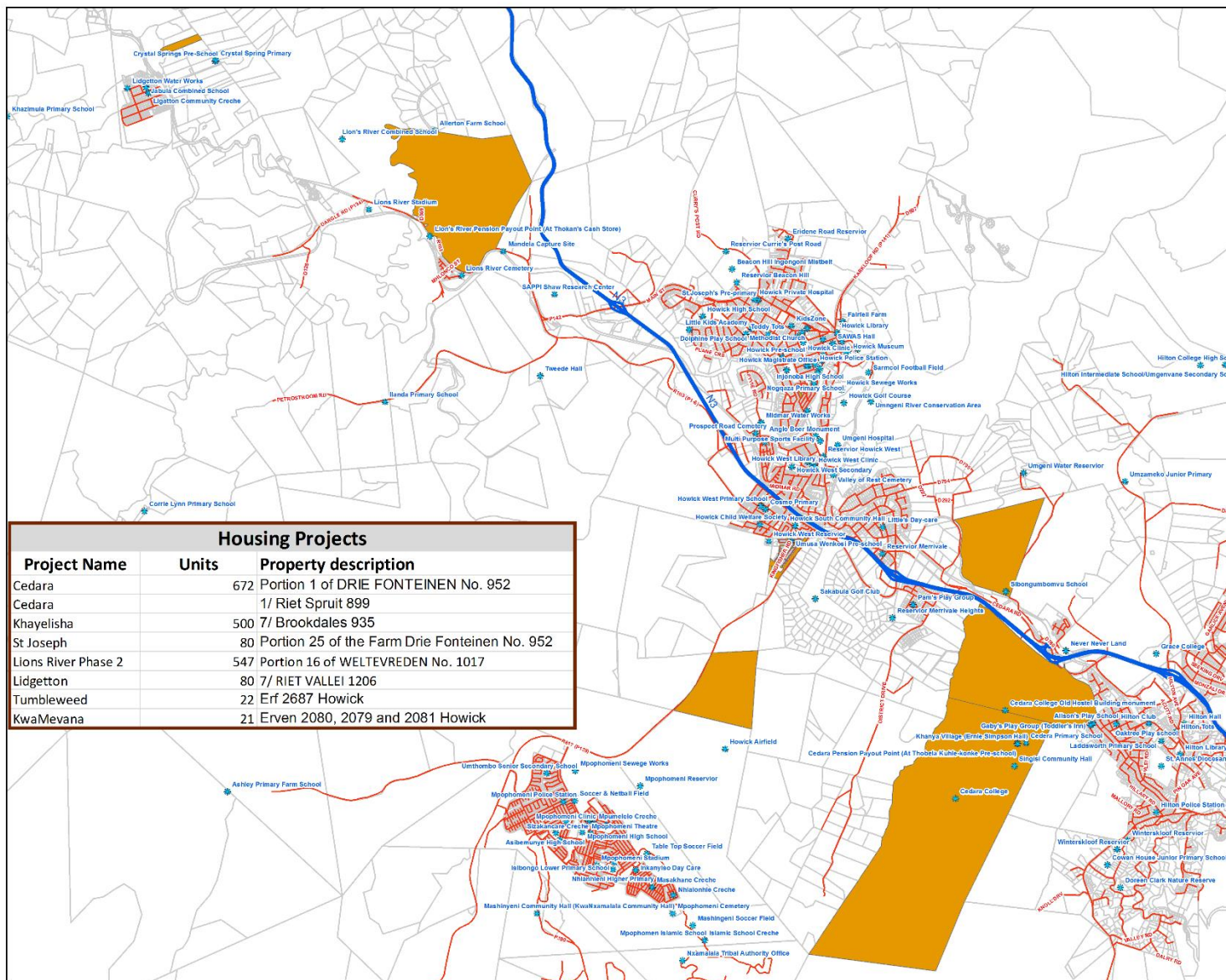
-  Facilities
-  Roads
-  National Roads
-  Cadastral
-  Housing Projects

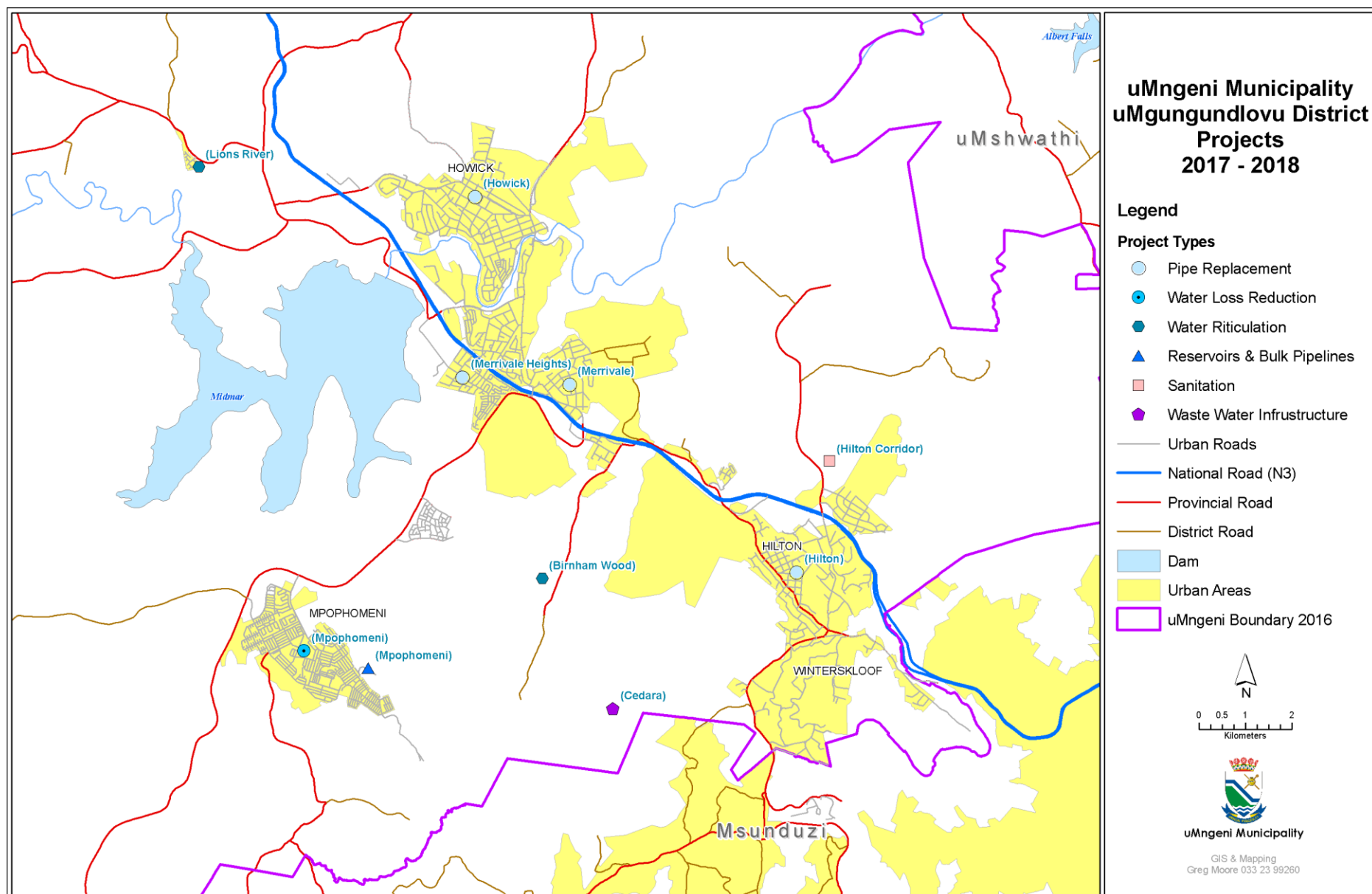


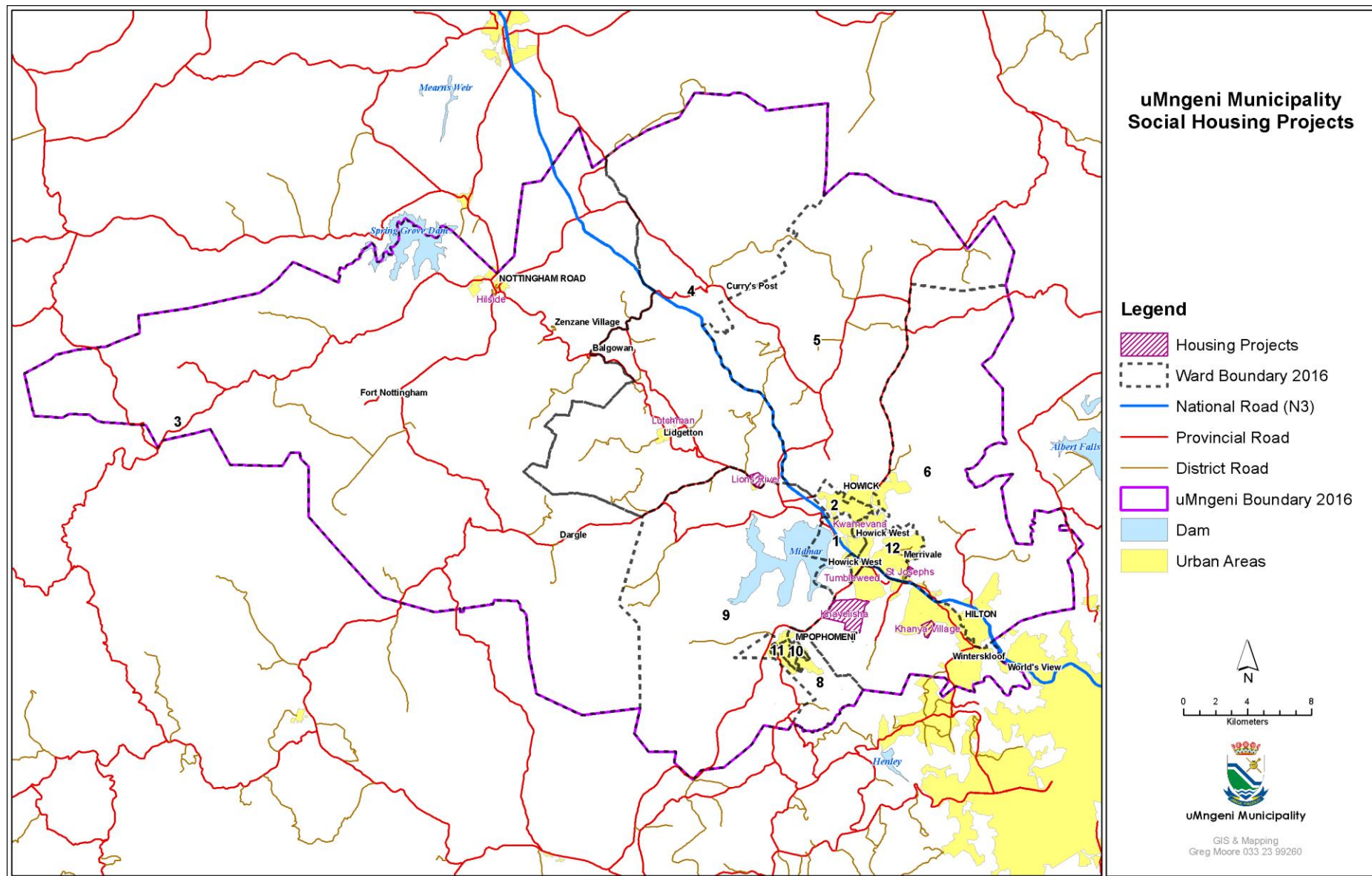
1:70 000

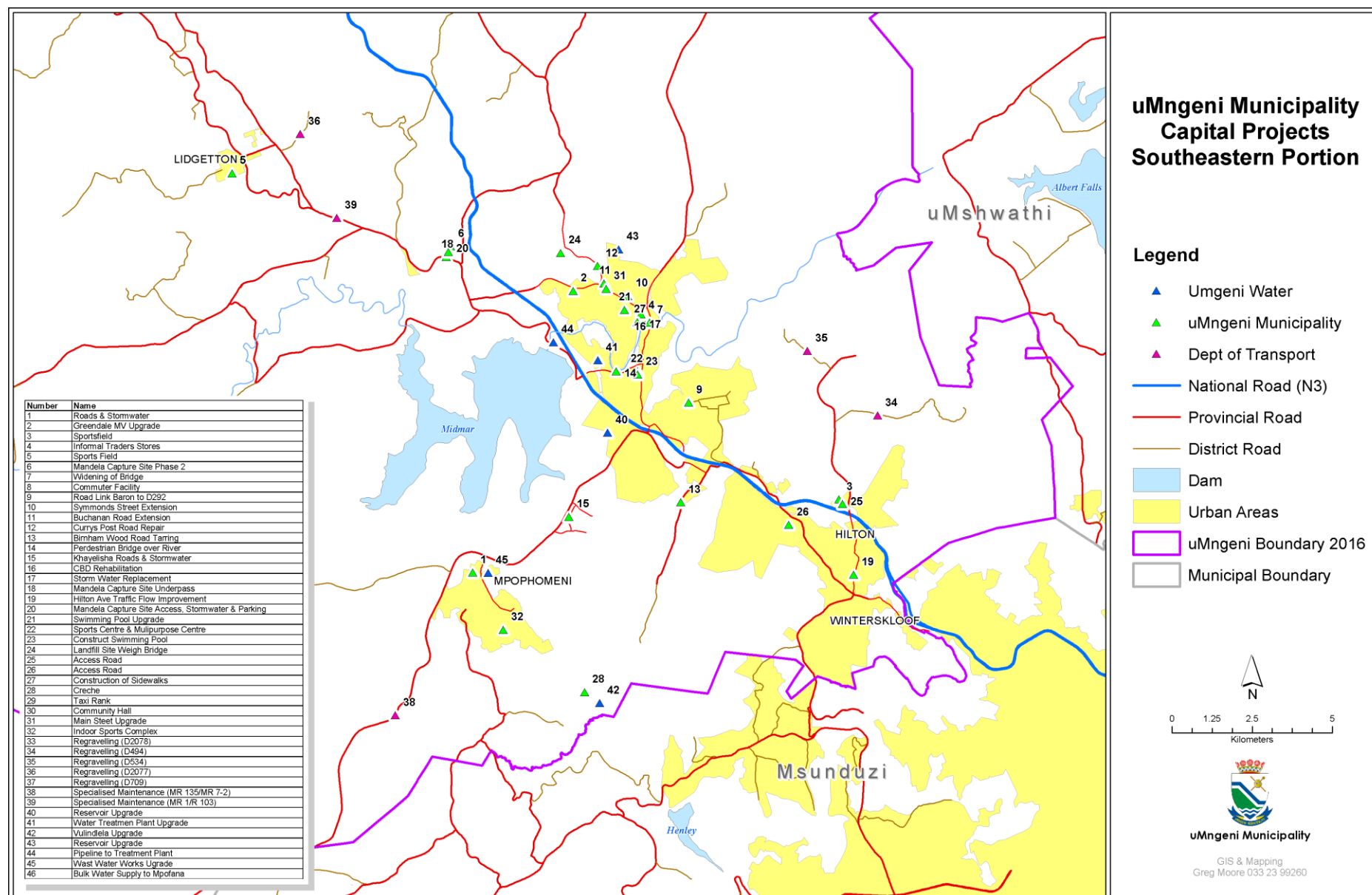
Housing Projects

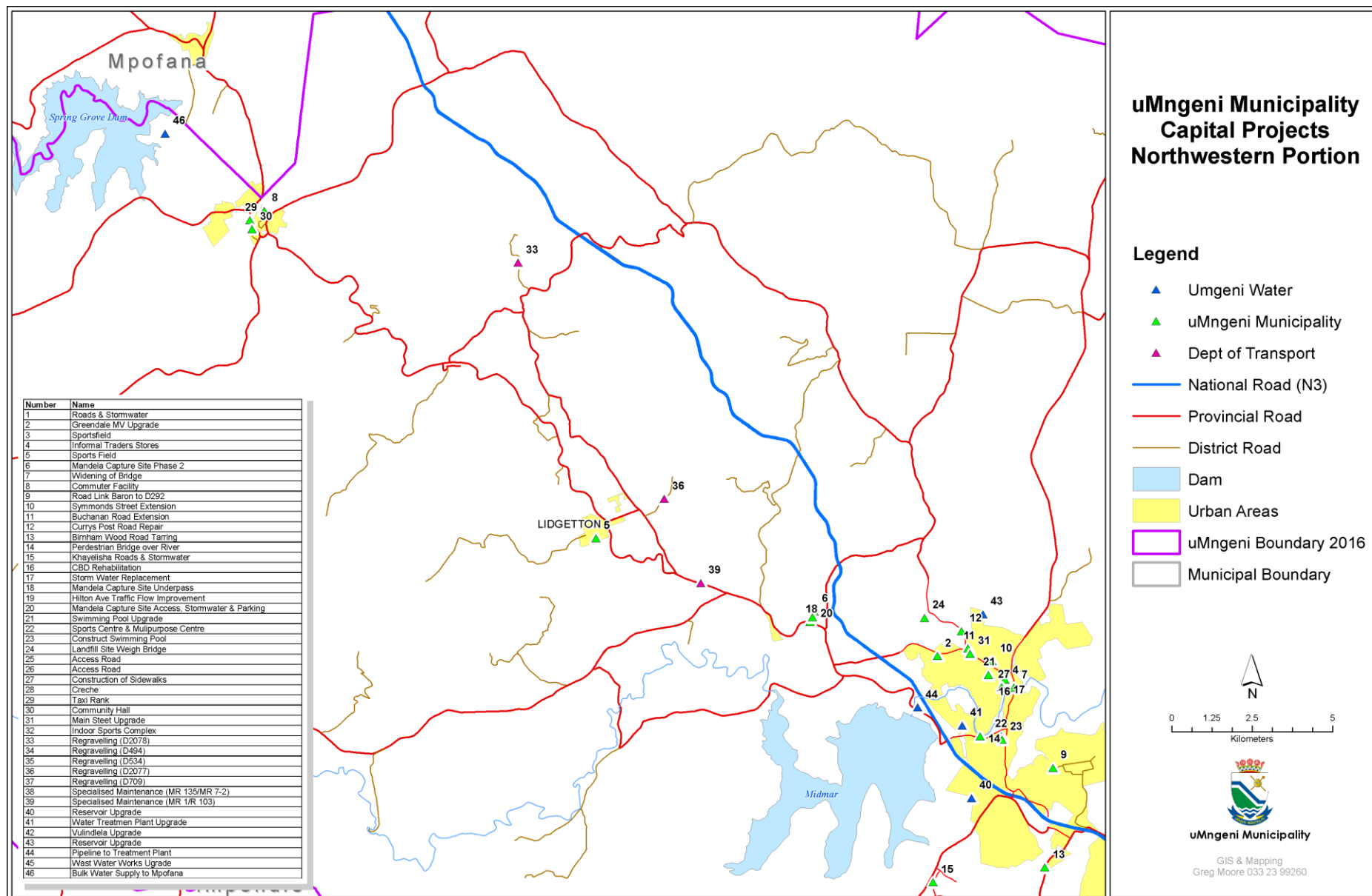
| Project Name | Units | Property description |
|---------------------|-------|---|
| Cedara | 672 | Portion 1 of DRIE FONTEINEN No. 952 |
| Cedara | 1/ | Riet Spruit 899 |
| Khayelisha | 500 | 7/ Brookdales 935 |
| St Joseph | 80 | Portion 25 of the Farm Drie Fontein No. 952 |
| Lions River Phase 2 | 547 | Portion 16 of WELTEVREDEN No. 1017 |
| Lidgetton | 80 | 7/ RIET VALLEI 1206 |
| Tumbleweed | 22 | Erf 2687 Howick |
| KwaMevana | 21 | Erven 2080, 2079 and 2081 Howick |

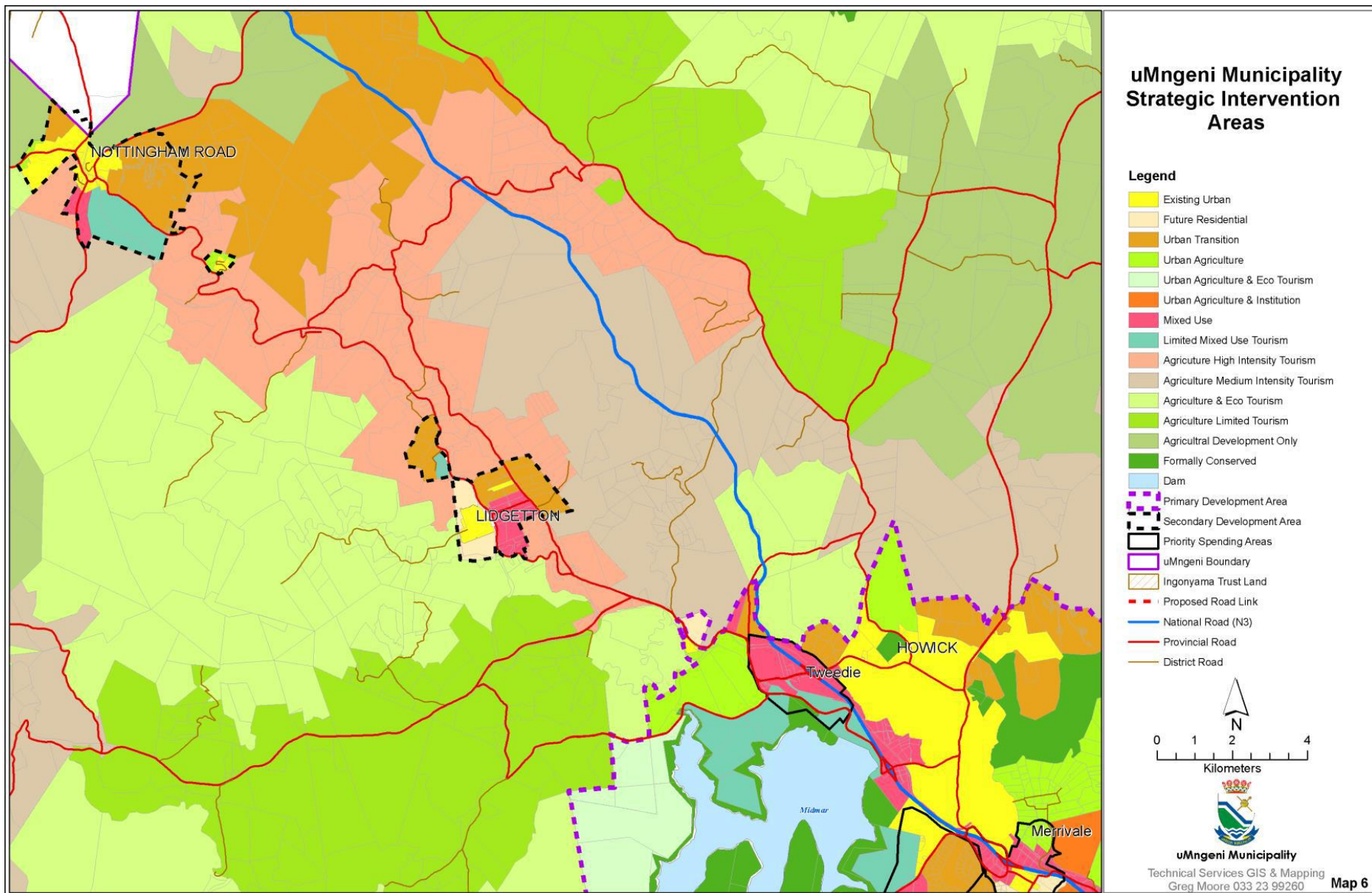


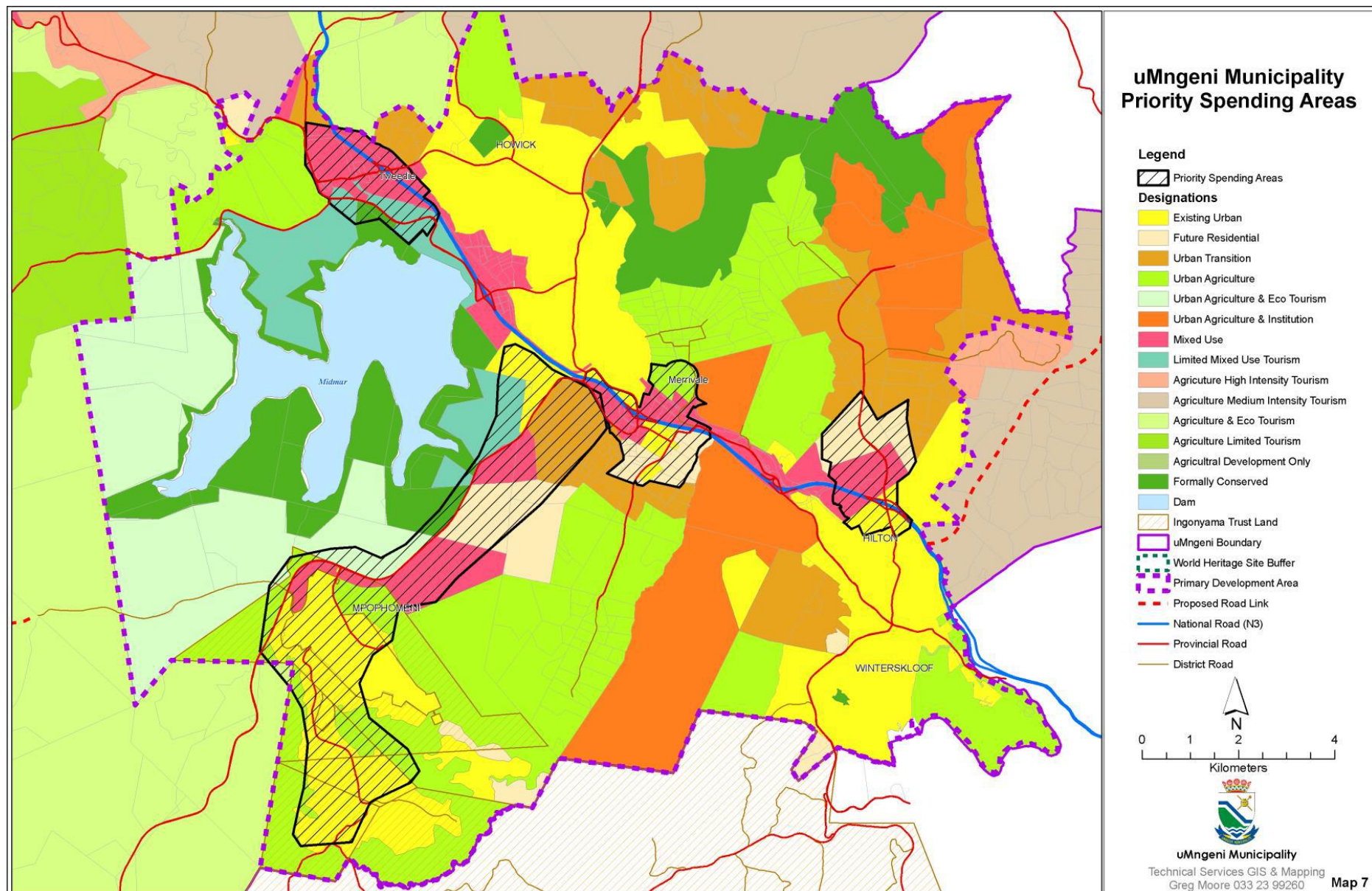












Status on Umgeni Water Projects for uMngeni Municipality (May 2018)

Source: KZN DoT 2011; MDB 2016; UW 2017

Greater Mpofana Bulk Water Supply Scheme

Physical Location: Mpofana Municipality;
uMngeni Municipality;
Mpofana Municipality;
uMngeni Municipality

Beneficiary Municipality: uMngeni Municipality

Description: Section 10.5.2 (c) in UW IMP 2018/2019

Project Status: Construction

Budget (Subject to Review):

| | |
|--------------------|------------------|
| Total Project Cost | R 757 342 112.27 |
| 2018/2019 | R 101 097 619.06 |
| 2019/2020 | R 114 159 225.41 |
| 2020/2021 | R 87 302 412.02 |

Implementation Timeframe: 2013 - 2021

Project Components:

Proposed Greater Mpofana
BWSS Reservoirs

Proposed Greater Mpofana
BWSS Pipelines

Mpophomeni Wastewater Works Upgrade

Physical Location: uMngeni Municipality

Beneficiary Municipality: uMngeni Municipality

Description: Section 12.4.2 in UW IMP 2018/2019

Project Status: Tender

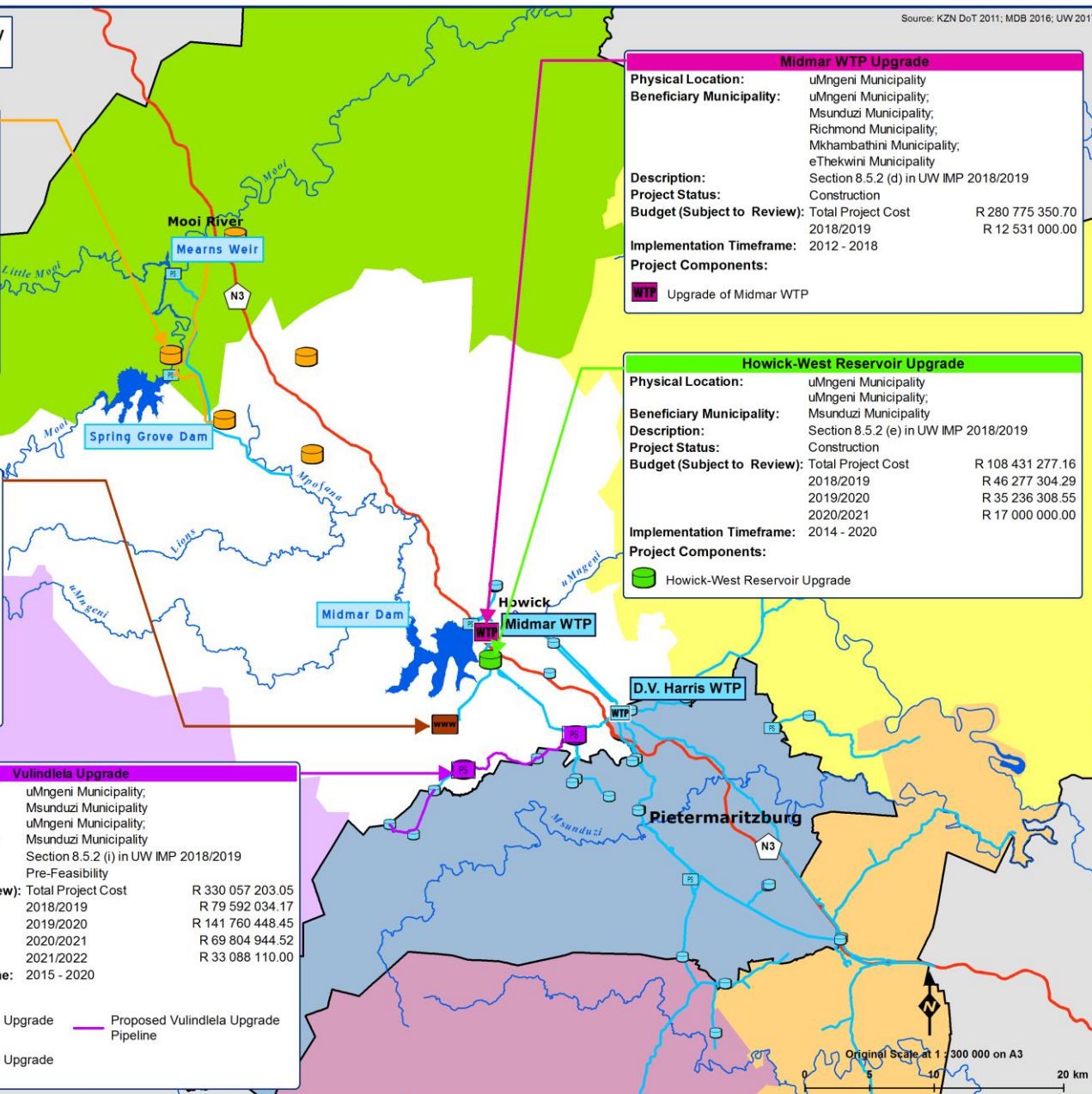
Budget (Subject to Review):

| | |
|--------------------|------------------|
| Total Project Cost | R 349 018 992.50 |
| 2018/2019 | R 74 897 161.00 |
| 2019/2020 | R 108 899 127.50 |
| 2020/2021 | R 98 739 237.42 |
| 2021/2022 | R 49 624 073.60 |

Implementation Timeframe: 2014 - 2021

Project Components:

Mpophomeni WWW Upgrade



Midmar WTP Upgrade

Physical Location: uMngeni Municipality

Beneficiary Municipality: uMngeni Municipality;
Msunduzi Municipality;
Richmond Municipality;
Mkhambathini Municipality;
eThekweni Municipality

Description: Section 8.5.2 (d) in UW IMP 2018/2019

Project Status: Construction

Budget (Subject to Review):

| | |
|--------------------|------------------|
| Total Project Cost | R 280 775 350.70 |
| 2018/2019 | R 12 531 000.00 |

Implementation Timeframe: 2012 - 2018

Project Components:

WTP Upgrade of Midmar WTP

Howick-West Reservoir Upgrade

Physical Location: uMngeni Municipality

Beneficiary Municipality: uMngeni Municipality;
Msunduzi Municipality

Description: Section 8.5.2 (e) in UW IMP 2018/2019

Project Status: Construction

Budget (Subject to Review):

| | |
|--------------------|------------------|
| Total Project Cost | R 108 431 277.16 |
| 2018/2019 | R 46 277 304.29 |
| 2019/2020 | R 35 236 308.55 |
| 2020/2021 | R 17 000 000.00 |

Implementation Timeframe: 2014 - 2020

Project Components:

Howick-West Reservoir Upgrade

Vulindlela Upgrade

Physical Location: uMngeni Municipality;
Msunduzi Municipality;
uMngeni Municipality;
Msunduzi Municipality

Beneficiary Municipality: Msunduzi Municipality

Description: Section 8.5.2 (i) in UW IMP 2018/2019

Project Status: Pre-Feasibility

Budget (Subject to Review):

| | |
|--------------------|------------------|
| Total Project Cost | R 330 057 203.05 |
| 2018/2019 | R 79 592 034.17 |
| 2019/2020 | R 141 760 448.45 |
| 2020/2021 | R 69 804 944.52 |
| 2021/2022 | R 33 088 110.00 |

Implementation Timeframe: 2015 - 2020

Project Components:

Proposed Vulindlela Upgrade
Reservoir

Proposed Vulindlela Upgrade
Pipeline

Proposed Vulindlela Upgrade
Pump Stations

For more information on the projects Umgeni Water is implementing for uMngeni Municipality, please see the Umgeni Water Infrastructure Master Plan 2017/2018 available at:
<http://www.umgeni.co.za/projects/infrastructure/masterplans/default.asp>

E.2 IMPLEMENTATION PLAN

The following capital projects for roads have been completed since 2016 and formed part of the IDP under the Mpophomeni Roads and Storm-Water and the Midlands Roads projects.

| WARD | PROJECT NAME | COST IMPLICATIONS |
|------|---|---------------------|
| 3 | Main Road | R2, 026, 225 |
| | Emathuneni Road | R1, 439, 683 |
| 4 | Mbhoyi Shabalala Street | R4, 020, 736 |
| | Loop Road | R1, 854, 134 |
| 6 | Middle Road | R1, 421, 133 |
| | End Road | R1, 222, 323 |
| 8 | 73, 82, 89 Roads and Winnie Mandela Drive | R3, 071, 293 |
| | 65 Road and Nswelaboya Street | R3, 042, 193 |
| 9 | Mthombo Road (Mpophomeni) | R2, 748, 003 |
| | Sirkot Road (Lion's River) | R832, 691 |
| | Fynn & Smith Street (Lion's River) | R2, 149, 007 |
| 10 | Mntambo and Ngcobo Roads | R2, 665, 183 |
| | Mkhiwane and Ntokozo Roads | R3, 469, 390 |
| 11 | Nxala and Chakide Roads | R2, 488, 509 |
| | Impala and Imbabala Roads | R2, 861, 440 |
| | Inyala and Korea Roads | R2, 448, 508 |
| 12 | Sompisi Road | R1, 532, 158 |
| | Mpembe Road | R1, 570, 224 |

Capital Investment Plan

Table 38: Capital Investment Plan

| CAPITAL INVESTMENT FRAMEWORK PLAN | | | | | | | | | | | |
|---|--|---|--|---|---------------------|----------------------|-------------------|-------------------|-------------------|-------------------|---------------------------------|
| Goals | Objectives | Strategic Focus Areas | mSCOA Project ID and Name | mSCOA Project Parent | mSCOA Region (Ward) | Project Cost (R'000) | 2018/2019 (R'000) | 2019/2020 (R'000) | 2020/2021 (R'000) | 2021/2022 (R'000) | Function |
| 1.3 Job creation | 1.3.2 Inclusive socio-economic development | 1.3.2.3 Promote and support the informal and township economy | CIP17/21-1 - Informal Traders Stalls Replacement | Investment Properties : Non-revenue Generating : Unimproved Property | 1,2,10,12 | 400 | 400 | 0 | 0 | 0 | uMngeni LM |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.2 Provision of quality transport, roads and storm-water infrastructure | 1.2.2.1 Develop, review and implement a roads and storm-water management and maintenance plan | CIP17/21-2 - Mpophomeni roads and stormwater Phase 13 | Upgrading: Storm water Infrastructure | 8,9,10,11 | 36,589 | 12,000 | 12,589 | 12,000 | 0 | MIG |
| 1.4 Financially sound and sustainable municipality | 1.4.3 Improve asset management | 1.4.3.4 Develop, maintain and upgrade municipal community facilities | CIP17/21-3 - Mpophomeni Indoor Centre Mandela Highway | Community Assets : Sport and Recreation Facilities : Outdoor Facilities | 11 | 20,000 | 0 | 0 | 0 | 0 | Dependent on MIG/COGTA approval |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.2 Provision of quality transport, roads and storm-water infrastructure | 1.2.2.1 Develop, review and implement a roads and storm-water management and maintenance plan | CIP17/21-4 - Midlands Roads and Storm water construction Phase 5 | Upgrading: Roads Infrastructure: Roads | 1,3,4,6,9,12 | 33,224 | 10,646 | 11,039 | 11,539 | 0 | MIG |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.2 Provision of quality transport, roads and storm-water infrastructure | 1.2.2.1 Develop, review and implement a roads and storm-water management and maintenance plan | CIP17/21-5 - Rural access roads | Upgrading: Roads Infrastructure: Roads | 5,6 | 6,000 | 0 | 0 | 0 | 0 | MIG |
| 1.4 Financially sound and sustainable municipality | 1.4.3 Improve asset management | 1.4.3.4 Develop, maintain and upgrade municipal community facilities | CIP17/21-6 - Lions River Community Hall | Community Assets : Community Facilities : Halls | 9 | 2,900 | 0 | 0 | 0 | 0 | MIG |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.2 Provision of quality transport, roads and storm-water infrastructure | 1.2.2.1 Develop, review and implement a roads and storm-water management and maintenance plan | CIP17/21-7 - Amberglen and Ambervalley speed humps | Upgrading : Roads Infrastructure : Road Structures | 6 | 400 | 0 | 0 | 0 | 0 | uMngeni LM |
| 1.2 Integrated human settlements and | 1.2.2 Provision of quality transport, roads | 1.2.2.1 Develop, review and implement a roads and storm-water | CIP17/21-8 - Amberfield pedestrian walkway | Community Assets : Community | 6 | 600 | 0 | 0 | 0 | 0 | uMngeni LM |

CAPITAL INVESTMENT FRAMEWORK PLAN

| Goals | Objectives | Strategic Focus Areas | mSCOA Project ID and Name | mSCOA Project Parent | mSCOA Region (Ward) | Project Cost (R'000) | 2018/2019 (R'000) | 2019/2020 (R'000) | 2020/2021 (R'000) | 2021/2022 (R'000) | Function |
|---|--|---|---|---|---------------------|----------------------|-------------------|-------------------|-------------------|-------------------|-------------------------|
| strategic infrastructure | and storm-water infrastructure | management and maintenance plan | | Facilities : Taxi Ranks/Bus Terminals | | | | | | | |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.2 Provision of quality transport, roads and storm-water infrastructure | 1.2.2.1 Develop, review and implement a roads and storm-water management and maintenance plan | CIP17/21-9 - Pedestrian sidewalks | Upgrading : Roads Infrastructure : Roads | 2 | 500 | 0 | 0 | 0 | 0 | uMngeni LM |
| 1.4 Financially sound and sustainable municipality | 1.4.3 Improve asset management | 1.4.3.4 Develop, maintain and upgrade municipal community facilities | CIP17/21-10 - Emandleni Sportsfield | Community Assets : Sport and Recreation Facilities : Outdoor Facilities | 6 | 1,000 | 0 | 0 | 0 | 0 | uMngeni LM |
| 1.4 Financially sound and sustainable municipality | 1.4.3 Improve asset management | 1.4.3.4 Develop, maintain and upgrade municipal community facilities | CIP17/21-11 - Lidgeton West Sportsfield Combo | Community Assets : Sport and Recreation Facilities : Outdoor Facilities | 4 | 1,992 | 0 | 0 | 0 | 0 | MIG |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.3 Access to electricity supply | 1.2.3.1 Provision of electricity supply to all households and businesses | CIP17/21-12 - Upgrade MV Greendale to Patterson | Upgrading : Electrical Infrastructure : MV Networks | 2,5 | 18,000 | 0 | 0 | 0 | 0 | uMngeni LM |
| 1.4 Financially sound and sustainable municipality | 1.4.3 Improve asset management | 1.4.3.4 Develop, maintain and upgrade municipal community facilities | CIP17/21-13 - Emashingeni Community Hall | Community Assets : Community Facilities : Halls | 8 | 5,105 | 0 | 0 | 0 | 0 | MIG |
| 1.4 Financially sound and sustainable municipality | 1.2.3 Access to electricity supply | 1.2.3.1 Provision of electricity supply to all households and businesses | CIP17/21-14 - Provision of Street Lighting | New : Electrical Infrastructure : Electrical Infrastructure | All wards | 8,866 | 1,336 | 1,415 | 1,500 | 2,000 | uMngeni LM |
| 1.3 Job creation | 1.3.2 Inclusive socio-economic development | 1.3.2.2 Support emerging farmers whilst promoting diversification in the agricultural sector | CIP17/21-15 - Agri- Hub | Investment Properties : Non-revenue Generating : Unimproved Property | 9 | 33,790 | 0 | 0 | 0 | 0 | Funding source required |
| 1.3 Job creation | 1.3.1 Increase employment and | 1.3.1.3 Support further development of the tourism sector | CIP17/21-16 - Nelson Mandela Capture Site Monument Phase 2 | Investment Properties : Non-revenue Generating : | 9 | 61,536 | 5,000 | 0 | 0 | 0 | COGTA |

CAPITAL INVESTMENT FRAMEWORK PLAN

| Goals | Objectives | Strategic Focus Areas | mSCOA Project ID and Name | mSCOA Project Parent | mSCOA Region (Ward) | Project Cost (R'000) | 2018/2019 (R'000) | 2019/2020 (R'000) | 2020/2021 (R'000) | 2021/2022 (R'000) | Function |
|---|--|---|--|---|---------------------|-----------------------|-------------------|-------------------|-------------------|-------------------|---|
| | entrepreneurial opportunities | | | Unimproved Property | | | | | | | |
| 1.4 Financially sound and sustainable municipality | 1.4.3 Improve asset management | 1.4.3.4 Develop, maintain and upgrade municipal community facilities | CIP17/21-17 - Mandela Capture Site access road and storm water and parking | New : Roads Infrastructure : Roads Infrastructure | 9 | 10,500 | 0 | 0 | 0 | 0 | MIG, uMngeni LM |
| 1.4 Financially sound and sustainable municipality | 1.4.3 Improve asset management | 1.4.3.4 Develop, maintain and upgrade municipal community facilities | CIP17/21-18 - Mandela Capture Site underpass under R103 construction | New : Roads Infrastructure : Roads Infrastructure | 9 | 14,500 | - | - | - | - | Dependent on DOT funding approval |
| 1.4 Financially sound and sustainable municipality | 1.4.3 Improve asset management | 1.4.3.4 Develop, maintain and upgrade municipal community facilities | CIP17/21-19 - Bus Shelter at Taxi Rank | Community Assets : Community Facilities : Taxi Rank | 10 | 200 | 0 | 0 | 0 | 0 | uMngeni LM |
| 1.4 Financially sound and sustainable municipality | 1.4.3 Improve asset management | 1.4.3.4 Develop, maintain and upgrade municipal community facilities | CIP17/21-20 - Nottingham Road Community Hall | Community Assets : Community Facilities : Halls | 3 | 3,000 | 0 | 0 | 0 | 0 | uMngeni LM |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.2 Provision of quality transport, roads and storm-water infrastructure | 1.2.2.1 Develop, review and implement a roads and storm-water management and maintenance plan | CIP17/21-21 - Hilton Avenue traffic flow improvements refuge lanes and intersections | Upgrading : Roads Infrastructure : Road Structures | 6 | 10,000 | 0 | 0 | 0 | 0 | MIG |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.2 Provision of quality transport, roads and storm-water infrastructure | 1.2.2.1 Develop, review and implement a roads and storm-water management and maintenance plan | CIP17/21-22 - Cedara Housing roads and storm water Phase 1,2,3 | New : Roads Infrastructure : Roads Infrastructure | 7 | 17,500 | 0 | 0 | 0 | 0 | MIG |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.2 Provision of quality transport, roads and storm-water infrastructure | 1.2.2.2 Provision of public transport infrastructure facilities storm-water management and maintenance plan | CIP17/21-23 - uMngeni Bridge Widening | New : Roads Infrastructure : Roads Infrastructure | 2 | Cost to be determined | - | - | - | - | Funding source to be identified after completion of business plan |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.2 Provision of quality transport, roads and storm-water infrastructure | 1.2.2.1 Develop, review and implement a roads and storm-water management and maintenance plan | CIP17/21-24 - N3 corridor link over uMngeni river from Main street to Somme street | New : Roads Infrastructure : Roads Infrastructure | 1,2,5 | 80,000 | 0 | 0 | 0 | 0 | Funding source to be identified after completion of business plan |
| 1.2 Integrated human settlements and | 1.2.2 Provision of quality transport, roads | 1.2.2.2 Provision of public transport infrastructure facilities | CIP17/21-25 - Nottingham Road Commuter Facility | New : Roads Infrastructure : | 3 | 2,000 | 0 | 0 | 0 | 0 | MIG |

CAPITAL INVESTMENT FRAMEWORK PLAN

| Goals | Objectives | Strategic Focus Areas | mSCOA Project ID and Name | mSCOA Project Parent | mSCOA Region (Ward) | Project Cost (R'000) | 2018/2019 (R'000) | 2019/2020 (R'000) | 2020/2021 (R'000) | 2021/2022 (R'000) | Function |
|---|--|---|--|---|---------------------|----------------------|-------------------|-------------------|-------------------|-------------------|---|
| strategic infrastructure | and storm-water infrastructure | | | Roads Infrastructure | | | | | | | |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.2 Provision of quality transport, roads and storm-water infrastructure | 1.2.2.1 Develop, review and implement a roads and storm-water management and maintenance plan | CIP17/21-26 - Link Road from Baron Road to D292 resurfacing | Upgrading: Roads Infrastructure: Roads | 12 | 11,000 | 0 | 0 | 0 | 0 | MIG |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.2 Provision of quality transport, roads and storm-water infrastructure | 1.2.2.1 Develop, review and implement a roads and storm-water management and maintenance plan | CIP17/21-27 - Symonds Street extension | New : Roads Infrastructure : Roads Infrastructure | 2 | 4,500 | 0 | 0 | 0 | 0 | uMngeni LM |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.2 Provision of quality transport, roads and storm-water infrastructure | 1.2.2.1 Develop, review and implement a roads and storm-water management and maintenance plan | CIP17/21-28 - Buchanan Road extension | Upgrading: Roads Infrastructure: Roads Roads | 2 | 1,500 | 0 | 0 | 0 | 0 | uMngeni LM |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.2 Provision of quality transport, roads and storm-water infrastructure | 1.2.2.1 Develop, review and implement a roads and storm-water management and maintenance plan | CIP17/21-29 - Currys Post to Mount West tar road | New : Roads Infrastructure : Roads Infrastructure | 4 | 20,000 | 0 | 0 | 0 | 0 | uMngeni LM |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.2 Provision of quality transport, roads and storm-water infrastructure | 1.2.2.1 Develop, review and implement a roads and storm-water management and maintenance plan | CIP17/21-30 - Howick West and KwaMevana pedestrian bridge | New : Roads Infrastructure : Roads Infrastructure | 1,2 | 6,500 | 0 | 0 | 0 | 0 | MIG, uMngeni LM |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.2 Provision of quality transport, roads and storm-water infrastructure | 1.2.2.1 Develop, review and implement a roads and storm-water management and maintenance plan | CIP17/21-31 - Khayelisha roads and storm water construction | New : Roads Infrastructure : Roads Infrastructure | 7 | 19,000 | 0 | 0 | 0 | 0 | MIG |
| 1.3 Job creation | 1.3.2 Inclusive socio-economic development | 1.3.2.4 Facilitation of business expansion and retention | CIP17/21-32 - Howick CBD Renewal | Upgrading : Roads Infrastructure : Roads Roads | 2 | 30,000 | 0 | 0 | 0 | 0 | uMngeni Municipality and external funding |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.2 Provision of quality transport, roads and storm-water infrastructure | 1.2.2.1 Develop, review and implement a roads and storm-water management and maintenance plan | CIP17/21-33 - Main Street upgrade | Upgrading : Roads Infrastructure : Roads Roads | 2 | 7,000 | 0 | 0 | 0 | 0 | MIG, uMngeni LM |

CAPITAL INVESTMENT FRAMEWORK PLAN

| Goals | Objectives | Strategic Focus Areas | mSCOA Project ID and Name | mSCOA Project Parent | mSCOA Region (Ward) | Project Cost (R'000) | 2018/2019 (R'000) | 2019/2020 (R'000) | 2020/2021 (R'000) | 2021/2022 (R'000) | Function |
|---|--|---|--|--|---------------------|----------------------|-------------------|-------------------|-------------------|-------------------|---|
| 1.3 Job creation | 1.3.2 Inclusive socio-economic development | 1.3.2.3 Promote and support the informal and township economy | CIP17/21-34 - Informal Traders Storage Facility & Cold Room | Investment Properties : Non-revenue Generating : Unimproved Property | 2 | 1,500 | 0 | 0 | 0 | 0 | uMngeni LM |
| 1.3 Job creation | 1.3.1 Increase employment and entrepreneurial opportunities | 1.3.1.1 Promotion of business and industrial investment | CIP17/21-36 - uMngeni Youth Incubator Facility | Investment Properties : Non-revenue Generating : Unimproved Property | 9 | 7,500 | 0 | 0 | 0 | 0 | Funding source to be identified after completion of business plan |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.2 Provision of quality transport, roads and storm-water infrastructure | 1.2.2.1 Develop, review and implement a roads and storm-water management and maintenance plan | CIP17/21-37 - Lions River B2 Intersection Access Road | New : Roads Infrastructure : Roads Infrastructure | 9 | 2,900 | 0 | 0 | 0 | 0 | MIG |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.4 Solid waste management | 1.2.4.1 Develop and implement an integrated waste management plan | CIP17/21-38 - Currys Post Garden Refuse Transfer Station | | 4 | 4,500 | 0 | 0 | 0 | 0 | External funding |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.4 Solid waste management | 1.2.4.1 Develop and implement an integrated waste management plan | CIP17/21-39 - Currys Post landfill site weigh bridge | | 4 | 350 | 0 | 0 | 0 | 0 | uMngeni LM |
| 1.4 Financially sound and sustainable municipality | 1.4.3 Improve asset management | 1.4.3.4 Develop, maintain and upgrade municipal community facilities | CIP17/21-40 - Howick swimming pool upgrade | Community Assets : Sport and Recreation Facilities : Indoor Facilities | 2 | 5,500 | 0 | 0 | 0 | 0 | uMngeni LM |
| 1.4 Financially sound and sustainable municipality | 1.4.3 Improve asset management | 1.4.3.4 Develop, maintain and upgrade municipal community facilities | CIP17/21-41 - uMngeni Sports and Multipurpose Centre | Community Assets : Sport and Recreation Facilities : Indoor Facilities | 12 | 7,500 | 0 | 0 | 0 | 0 | Funding source to be identified after completion of business plan |
| 1.4 Financially sound and sustainable municipality | 1.4.3 Improve asset management | 1.4.3.3 Development and implementation of an efficient and effective fleet management system | CIP17/21-42 - Vehicle, plant and equipment | | N/A | 5,200 | 0 | 0 | 0 | 0 | uMngeni LM |

CAPITAL INVESTMENT FRAMEWORK PLAN

| Goals | Objectives | Strategic Focus Areas | mSCOA Project ID and Name | mSCOA Project Parent | mSCOA Region (Ward) | Project Cost (R'000) | 2018/2019 (R'000) | 2019/2020 (R'000) | 2020/2021 (R'000) | 2021/2022 (R'000) | Function |
|---|--|---|--|--|---------------------|-------------------------------------|-------------------|-------------------|-------------------|-------------------|---------------------------|
| 1.4 Financially sound and sustainable municipality | Compliance with financial legislation and policies | 1.4.3.1 Continuous implementation and monitoring of the asset management policy | CIP17/21-43 – Procurement of furniture and office equipment | Non-infrastructure: New: Furniture and Office Equipment | Administrative | 4,920 | 1,554 | 1,638 | 1,728 | 0 | uMngeni LM |
| 1.3 Job creation | 1.3.2 Inclusive socio-economic development | 1.3.2.2 Support emerging farmers whilst promoting diversification in the agricultural sector | CIP17/21-44 – uMngeni Farmer Production Support Unit | Investment Properties : Non-revenue Generating : Unimproved Property | 9 | 52,657 | 0 | 0 | 0 | 0 | Funding source required |
| 1.4 Financially sound and sustainable municipality | 1.4.3 Improve asset management | 1.4.3.4 Develop, maintain and upgrade municipal community facilities | CIP17/21-45 – Mpophomeni Theatre Upgrade | Community Assets : Sport and Recreation Facilities : Indoor Facilities | | Cost to be determined | 0 | 0 | 0 | 0 | uMngeni LM |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.2 Provision of quality transport, roads and storm-water infrastructure | 1.2.2.2 Provision of public transport infrastructure facilities | CIP17/21-46 – Howick Taxi Rank Extension | Community Assets : Community Facilities : Taxi Ranks/Bus Terminals | 12 | Cost to be determined | 0 | 0 | 0 | 0 | uMngeni LM |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.2 Provision of quality transport, roads and storm-water infrastructure | 1.2.2.1 Develop, review and implement a roads and storm-water management and maintenance plan | CIP17/21-47 – Sphumelele Foot Bridge | New : Roads Infrastructure : Roads Infrastructure | 1 | Cost to be determined | 0 | 0 | 0 | 0 | DOT, uMngeni Municipality |
| 1.4 Financially sound and sustainable municipality | 1.4.3 Improve asset management | 1.4.3.4 Develop, maintain and upgrade municipal community facilities | CIP17/21-48 – Multi-Purpose Centre | Investment Properties : Non-revenue Generating : Unimproved Property | 3 | Cost to be determined after designs | 0 | 0 | 0 | 0 | MIG |
| 1.4 Financially sound and sustainable municipality | 1.4.3 Improve asset management | 1.4.3.4 Develop, maintain and upgrade municipal community facilities | CIP17/21-49 – Land Acquisition | Investment Properties: Non-revenue generating | 5 & 6 | 5,000 | 0 | 0 | 0 | 0 | uMngeni Municipality |
| 1.2 Integrated human settlements and strategic infrastructure | Management of municipal parks and gardens | 1.2.5.2 Maintenance of all municipal open spaces | CIP17/21-50 – Worlds View Upgrade | Investment Properties : Non-revenue Generating : Unimproved Property | 7 | Cost to be determined | 0 | 0 | 0 | 0 | uMngeni Municipality |

CAPITAL INVESTMENT FRAMEWORK PLAN

| Goals | Objectives | Strategic Focus Areas | mSCOA Project ID and Name | mSCOA Project Parent | mSCOA Region (Ward) | Project Cost (R'000) | 2018/2019 (R'000) | 2019/2020 (R'000) | 2020/2021 (R'000) | 2021/2022 (R'000) | Function |
|---|--|---|---|--|---------------------|---|-------------------|-------------------|-------------------|-------------------|--|
| 1.4 Financially sound and sustainable municipality | 1.4.3 Improve asset management | 1.4.3.4 Develop, maintain and upgrade municipal community facilities | CIP17/21-51 - Mpophomeni Stadium Revamp | Community Assets : Sport and Recreation Facilities | 8 | Cost to be determined for implementation in 2019/20 | 0 | 0 | 0 | 0 | MIG |
| 1.3 Job creation | 1.3.2 Inclusive socio-economic development | 1.3.2.3 Promote and support the informal and township economy | CIP17/21-52 - Informal Traders Complex | Investment Properties : Non-revenue Generating : Unimproved Property | 11 | Cost for feasibility study provided | 185 | 0 | 0 | 0 | uMngeni Municipality and donor funding |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.2 Provision of quality transport, roads and storm-water infrastructure | 1.2.2.1 Develop, review and implement a roads and storm-water management and maintenance plan | CIP17/21-53 - Pedestrian Bridge over N3 | Community Assets : Community Facilities : Taxi Ranks/Bus Terminals | 12 | Cost to be determined | 0 | 0 | 0 | 0 | SANRAL |
| 1.3 Job creation | 1.3.1 Increase employment and entrepreneurial opportunities | 1.3.1.1 Promotion of business and industrial investment | CIP17/21-54 - Business Park | Investment Properties : Non-revenue Generating : Unimproved Property | 9 | Cost for feasibility study provided | 0 | 250 | 0 | 0 | To be determined |
| 1.4 Financially sound and sustainable municipality | 1.4.3 Improve asset management | 1.4.3.4 Develop, maintain and upgrade municipal community facilities | CIP17/21-55 - Lions River Community Hall | Community Assets : Community Facilities : Halls | 9 | Cost to be determined | 0 | 0 | 0 | 0 | MIG |
| 1.4 Financially sound and sustainable municipality | 1.4.3 Improve asset management | 1.4.3.1 Continuous implementation and monitoring of the asset management policy | CIP17/21-56 - CCTV Surveillance | Investment Properties : Non-revenue Generating : Unimproved Property | 2 | 1,500 (Cost for feasibility study) | 0 | 0 | 0 | 0 | uMngeni Municipality |
| 1.4 Financially sound and sustainable municipality | 1.4.3 Improve asset management | 1.4.3.1 Continuous implementation and monitoring of the asset management policy | CIP17/21-58 - Camera Monitoring System in Hilton and Cedara | Investment Properties : Non-revenue Generating : Unimproved Property | 6 | Cost for feasibility study | 0 | 0 | 0 | 0 | uMngeni Municipality |

ELECTRICITY CAPITAL EXPENDITURE PROGRAMME

| Project Description - CIP17/21-57 | Ward | Source | Budget 2017/2018 | Budget 2018/2019 | Budget 2019/2020 | Budget 2020/2021 |
|---|------|------------------|---------------------|---------------------|---------------------|---------------------|
| Networks Reinforcement | All | | | | | |
| New Supply-Point | | Capital Reserves | R - | R 1,000,000.00 | R 1,200,000.00 | R 1,200,000.00 |
| Reinforcement-Mpophomeni | | Capital Reserves | R - | R 3,200,000.00 | R 1,500,000.00 | R 1,500,000.00 |
| Reinforcement-Howick North/Greendale | | Capital Reserves | R - | R 4,000,000.00 | R 2,500,000.00 | R 1,500,000.00 |
| Replacement Reticulation | | Capital Reserves | R - | R 1,500,000.00 | R 1,500,000.00 | R 1,500,000.00 |
| Total | | | R - | R 9,700,000.00 | R 6,700,000.00 | R 5,700,000.00 |
| Customer Services | | | | | | |
| Revenue Protection Enhancement Project | | Capital Reserves | R - | R 2,500,000.00 | R 2,500,000.00 | R 2,500,000.00 |
| Smart Metering-Demand Management | | Capital Reserves | R - | R 20,000,000.00 | R 20,000,000.00 | R 20,000,000.00 |
| Total | | | R - | R 22,500,000.00 | R 22,500,000.00 | R 22,500,000.00 |
| National Grants | | | | | | |
| Integrated National Electrification Programme | | DOE | R 5,000,000.00 | R 8,380,386.00 | R 15,000,000.00 | R 15,000,000.00 |
| Integrated National Electrification Programme | | Capital Reserves | R - | R 1,000,000.00 | R 1,200,000.00 | R 1,400,000.00 |
| Demand Side Management | | DOE | R - | R 5,000,000.00 | R 5,000,000.00 | R 5,000,000.00 |
| Total | | | R 5,000,000.00 | R 14,380,386.00 | R 21,200,000.00 | R 21,400,000.00 |
| Municipal Services | | | | | | |
| Back-up Generators | | Capital Reserves | R - | R 550,000.00 | R 577,500.00 | R 200,000.00 |
| Total | | | R - | R 550,000.00 | R 577,500.00 | R 200,000.00 |
| Operation-Lighting | | | | | | |
| Lighting -Major Route Improvements | | Capital Reserves | R - | R 2,000,000.00 | R 1,000,000.00 | R 1,000,000.00 |
| Lighting -New Major Routes | | Capital Reserves | R - | R 600,000.00 | R 600,000.00 | R 600,000.00 |
| Lighting- Parks | | Capital Reserves | R - | R 500,000.00 | R 500,000.00 | R 500,000.00 |
| Lighting- Informal Settlements | | Capital Reserves | R - | R 2,000,000.00 | R 1,500,000.00 | R 1,500,000.00 |
| Lighting- Eskom Areas | | Capital Reserves | R - | R 1,200,000.00 | R 1,000,000.00 | R 1,000,000.00 |
| Total | | | R - | R 6,300,000.00 | R 4,600,000.00 | R 4,600,000.00 |
| Support Services | | | | | | |
| Outage Management System | | Capital Reserves | R - | R 500,000.00 | R 100,000.00 | R 100,000.00 |
| Network Control/Management System | | Capital Reserves | R - | R 500,000.00 | R 500,000.00 | R 500,000.00 |
| Total | | | R - | R 1,000,000.00 | R 600,000.00 | R 600,000.00 |
| Total Capex | | | R 5,000,000.00 | R 54,430,386.00 | R 56,177,500.00 | R 55,000,000.00 |

OPERATIONAL PLAN

Table 39: Operational Investment Plan

| OPERATIONAL INVESTMENT PLAN | | | | | | | | | |
|---|--|--|---|--------------------------------|----------------------|-------------------|-------------------|-------------------|---------------------------------|
| GOALS | OBJECTIVES | STREATEGIC FOCUS AREAS | mSCOA PROJECT ID AND NAME | mSCOA PROJECT Parent | Project Cost (R'000) | 2018/2019 (R'000) | 2019/2020 (R'000) | 2020/2021 (R'000) | FUNCTION |
| 1.4 Financially sound and sustainable municipality | 1.4.1 Compliance with financial legislation and policies | 1.4.1.1 Provide for strategic budgeting in line with IDP priorities | OP17/21-1 - Employee Related Cost | Payment Salaries | 360,722 | 112,197 | 120,066 | 128,453 | uMngeni LM |
| 1.4 Financially sound and sustainable municipality | 1.4.1 Compliance with financial legislation and policies | 1.4.1.1 Provide for strategic budgeting in line with IDP priorities | OP17/21-2 - Remuneration of councillors | Payment Salaries | 30,598 | 9,517 | 10,184 | 10,897 | MIG |
| 1.4 Financially sound and sustainable municipality | 1.4.1 Compliance with financial legislation and policies | 1.4.1.1 Provide for strategic budgeting in line with IDP priorities | OP17/21-3 - Depreciation, amortization and impairment of assets and debtors | Other | 102,453 | 32,340 | 34,188 | 35,995 | Dependent on MIG/COGTA approval |
| 1.4 Financially sound and sustainable municipality | 1.4.1 Compliance with financial legislation and policies | 1.4.1.1 Provide for strategic budgeting in line with IDP priorities | OP17/21-4 - Creditors paid within 30 days | Administration | 253,100 | 83,032 | 81,032 | 88,085 | MIG |
| 1.4 Financially sound and sustainable municipality | 1.4.1 Compliance with financial legislation and policies | 1.4.1.1 Provide for strategic budgeting in line with IDP priorities | OP17/21-5 - Transfer and subsidies | Administration | 69,813 | 22,646 | 23,039 | 24,128 | MIG |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.3 Access to electricity supply | 1.2.3.1 Provision of electricity supply to all households and businesses | OP17/21-6 - INEP | New: Electrical Infrastructure | 17,900 | 8,000 | 3,500 | 6,400 | DOE |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.3 Access to electricity supply | 1.2.3.1 Provision of electricity supply to all households and businesses | OP17/21-8 - Electricity Sector Plan | New: Electrical Infrastructure | To be determined | 0 | 0 | 0 | uMngeni LM |

| OPERATIONAL INVESTMENT PLAN | | | | | | | | | |
|---|--|---|--|--|----------------------------|----------------------|----------------------|----------------------|------------|
| GOALS | OBJECTIVES | STREATEGIC FOCUS AREAS | mSCOA PROJECT ID AND NAME | mSCOA PROJECT Parent | Project Cost (R'000) | 2018/2019 (R'000) | 2019/2020 (R'000) | 2020/2021 (R'000) | FUNCTION |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.3 Access to electricity supply | 1.2.3.1 Provision of electricity supply to all households and businesses | OP17/21-10 - Electrical Infrastructure Operations and Maintenance Plan | New: Electrical Infrastructure | 9,208 | 2,908 | 3,065 | 3,234 | uMngeni LM |
| 1.6 Spatial planning and environmental sustainability | 1.6.1 Ensure integrated development and spatial planning | 1.6.1.1 Develop and review the municipal spatial development framework | OP17/21-11 - Development of the Spatial Development Framework | Administration | 1,000 | 0 | 1,000 | 0 | COGTA |
| 1.5 Good corporate governance | 1.5.2 Promote participatory governance and multi-stakeholder engagements | 1.5.2.3 Encourage all our social partners to participate in municipal affairs | OP17/21-12 - Ward Based Plan Programme implementation | Administration | To be determined | 0 | 0 | 0 | uMngeni LM |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.2 Provision of quality transport, roads and storm-water infrastructure | 1.2.2.2 Provision of public transport infrastructure facilities | OP17/21-13 - Integrated Local Transport Plan | Non-infrastructure : New : Transport Assets | To be determined | 0 | 0 | 0 | MIG |
| 1.2 Integrated human settlements and strategic infrastructure | 1.2.1 Provision of quality housing | 1.2.1.1 Eradicate informal settlements and housing backlogs | OP17/21-14 - Housing Sector Plan | Administration | 400 | 0 | 0 | 0 | uMngeni LM |
| 1.2 Integrated human settlements and strategic infrastructure | 1.4.3 Improve asset management | 1.2.2.1 Develop, review and implement a roads and storm-water management and maintenance plan | OP17/21-15 - Repairs and Maintenance | Upgrading : Roads Infrastructure : Roads Community Assets : Community Facilities : Halls | 60,308 | 19,036 | 20,083 | 21,188 | MIG |

CHAPTER F – FINANCIAL PLAN

1. Introduction

The uMngeni Municipality's main mission is to provide the community it serves with the best service possible. To do that the municipality requires the best financial management which will result in an increase in revenue. The plans and objectives which will contribute positively to the municipality's mission statement will be detailed in this portfolio. One of the biggest challenges of this financial plan is matching increased service demands with a relatively stagnant revenue basis.

These challenges make the need for realistic and timeous financial planning even more critical. The Financial Plan is necessarily informed by available resources and therefore also victim of resource limits. This contradicts strongly with demands of the Strategic Plan which is visionary and goal oriented, striving to achieve an improved quality of life for all the residents and communities in the uMngeni Municipality. However, a Strategic Plan without the support of a disciplined Financial Plan is ultimately doomed as unattainable. The Financial Plan provides the framework within which human challenges can be addressed in a realistic and often incremental manner based on the available resources. It steers away from creating unrealistic expectations, frustrations and anger.

The uMngeni Municipality is faced with the awesome task of eradicating its backlogs in service provision. This would require massive resources to address. It is now paramount to concentrate on the financial planning part of this IDP to determine how and when these backlogs can be addressed on a sustainable basis and within the context of available resources.

The uMngeni budget is MFMA compliant with principles of the MFMA now fully introduced and entrenched in the Municipality's financial affairs. Yet, the municipality needs to address its financial challenges on the following basis:

- Further improving the Municipality's image by using the new procedures to enhance service delivery;
- Ensuring that the systems introduced continuously improve during the year;
- Improving the Municipality's cash flow position;
- Introducing efficiency measures to provide resources to ensure value for money for taxpayers;
- Further enhancing public participation in the next budget cycle;
- Continuing to improve on information provided to decision makers;
- Ensuring that growth in service is more closely aligned with citizen's expectations;
- Adjusting the organization in line with information produced from the performance management system.

2 Operating and Capital Budget Estimates

The five year financial plan includes an Operating Budget and the Capital Investment Programme per source of funding for the next three years.

2.1 Budget Assumptions

The selected key assumptions relating to this budget are as follows:

- Government grants for the years 2018/2019 to 2021/2021 are as per the Division of the Revenue Act.
- The inflation rate has been estimated at about 6% per annum.
- Salary and wage bill growth has been provided for in the budget at 7.1% per annum
- The budget is based on current service levels and makes a provision for major expansion of services into the rural areas.
- Electricity tariff increases for 2018/19 are based on the NERSA approved tariffs.

2.2 Operating Budget Estimates

Below is the operating budget estimate for the next three financial years starting from 01 July 2018 to 30 June 2020.

| SUMMARY OF 2018/2019 | | | | | | |
|--|------------------------------------|--------------------------|----------------|--------------------------|----------------|--------------------------|
| Description | Adjustments Budget Year 2017/18 | Budget Year 2018/2019 | % | Budget Year 2019/2020 | % | Budget Year 2020/2021 |
| Revenue By Source | | | | | | |
| Property rates | 185,228,107 | 199,345,529.00 | 51% | 210,309,533.12 | 51% | 221,876,557.44 |
| Service charges - electricity revenue | 78,329,825 | 83,687,586.00 | 21% | 89,411,816.00 | 22% | 95,527,585.27 |
| Service charges - refuse revenue | 5,881,502 | 6,187,339.78 | 2% | 6,527,644.08 | 2% | 6,886,663.68 |
| Rental of facilities and equipment | 762,300 | 801,938.55 | 0% | 846,045.17 | 0% | 892,577.65 |
| Interest earned - external investments | 2,337,199 | 2,458,734.40 | 1% | 2,593,964.79 | 1% | 2,736,632.86 |
| Fines | 13,220,868 | 13,908,353.14 | 4% | 14,673,312.56 | 4% | 15,480,344.75 |
| Licences and permits | 4,821,563 | 3,862,484.28 | 1% | 4,074,920.91 | 1% | 4,299,041.56 |
| Transfers recognised - operational | 65,481,000 | 75,373,000.00 | 19% | 76,898,000.00 | 19% | 86,130,000.00 |
| Other revenue | 6,113,833 | 6,193,153.52 | 2% | 6,533,777.63 | 2% | 6,893,135.28 |
| NET OPERATING INCOME | 362,176,196.75 | 391,818,118.65 | 100.00% | 411,869,014.26 | 100.00% | 440,722,538.49 |
| Less :Expenditure By Type | | | | | | |
| Employee related costs | 104,089,951.24 | 112,196,991.43 | 28.65% | 120,066,141.19 | 29.33% | 128,458,377.64 |
| Remuneration of councillors | 8,894,798.07 | 9,517,433.86 | 2.43% | 10,183,654.23 | 2.49% | 10,896,510.03 |
| Debt impairment | 9,389,342.12 | 9,877,587.78 | 2.52% | 10,420,855.11 | 2.55% | 10,994,002.14 |
| Depreciation & asset impairment | 30,741,096.86 | 32,339,632.99 | 8.26% | 34,118,312.81 | 8.33% | 35,994,820.01 |
| Finance charges | 6,459,255.00 | 6,801,448.26 | 1.74% | 7,175,527.91 | 1.75% | 7,570,181.95 |
| Bulk purchases | 88,353,051.15 | 110,422,399.69 | 28.20% | 116,495,631.67 | 28.46% | 122,902,891.41 |
| Contracted services | 25,178,875.39 | 25,131,696.81 | 6.42% | 26,513,940.13 | 6.48% | 27,972,206.84 |
| Transfers and grants | 3,676,048.00 | 2,289,202.50 | 0.58% | 2,415,108.63 | 0.59% | 2,547,939.61 |
| Other expenditure | 85,366,064.39 | 83,031,666.13 | 21.20% | 81,983,927.01 | 20.03% | 88,084,645.46 |
| Total Expenditure | 362,148,482.22 | 391,608,059.45 | 100.00% | 409,373,098.70 | 100.00% | 435,421,575.09 |
| Surplus/(Deficit) | 27,714.53 | 210,059.20 | | 2,495,915.55 | | 5,300,963.40 |

Table 40: Budget Summary

The most significant source of internal income is the income from rates and services. The collection rate for the rates and services income still requires a lot of improvement to ensure

the achievement of the service delivery targets. The uMngeni Municipality is implementing the credit control policy to ensure that this is achieved and that all outstanding debts are collected and revenue enhancement strategy will be implemented.

2.3 Capital Budget Estimates

Table 41: Capital Budget Estimates

| CAPITAL BUDGET | | | | | |
|------------------------------------|---|-------------------------------|-----------------------------|-----------------------------|-----------------------------|
| V202_OWDE | V202_PROJDE | ADJUSTMEN T BUDGET | BUDGET 2018/2019 | BUDGET 2019/2020 | BUDGET 2020/2021 |
| Sport & Recreation | Transport assets | 2,800,000 | - | - | - |
| Refuse Removal & Landfill site | Transport assets | 3,900,000 | - | - | - |
| Community Services | Procurement of furniture and office equipment | 265,823 | 279,911.62 | 295,026.85 | 311,253.32 |
| Technical Services | Procurement of furniture and office equipment | 222,810 | 234,618.93 | 247,288.35 | 260,889.21 |
| Information Technology | Procurement of furniture and office equipment | 863,209 | 328,959.08 | 346,722.87 | 365,792.62 |
| Planning & Development | Procurement of furniture and office equipment | 121,451 | 127,887.90 | 134,793.85 | 142,207.51 |
| Executive & Council | Procurement of furniture and office equipment | 255,675 | 269,225.78 | 283,763.97 | 299,370.99 |
| Finance | Procurement of furniture and office equipment | 297,803 | 313,586.56 | 330,520.23 | 348,698.85 |
| Roads | Midlands access roads | 11,400,000 | 10,646,000.00 | 11,039,000.00 | 11,539,000.00 |
| | Electricity - KVN up-grade | 4,600,000 | 300,000.00 | 316,200.00 | 333,591.00 |
| Stormwater | Mpophomeni Roads and Stormwater Phase 12, 13, | 12,000,000 | 12,000,000.00 | 12,000,000.00 | 12,589,000.00 |
| Community Services | Mandela Capture Site | - | 5,000,000.00 | - | - |
| Community Services | Land Acquisition Ward 5 & 6 | - | 5,000,000.00 | - | - |
| | TOTAL | 36,726,771 | 34,500,190 | 24,993,316 | 26,189,804 |
| MIG | | | 22,646,000 | | |
| CAPITAL REPLACEMENT RESERVE | | | 6,854,189 | | |
| MANDELA CAPTURE SITE | | | 5,000,000 | | |
| TOTAL | | | <u>34,500,190</u> | | |

The Capital Investment Programme and Framework focus on addressing backlogs and specifically the financial implications thereof. It provides a sense of both issues and costs. This allows the uMngeni Municipality and other spheres of government to come to grips with what needs to be done to address the backlogs in the area, in urgency and in financial terms.

The bulk of capital investment goes towards high priority roads and electricity projects. This clearly indicates an alignment of capital investment with key areas of intervention, i.e. the provision of basic services which in the case of uMngeni is focused on roads as it should be in terms of national and provincial guidelines.

One of the most critical issues related to achieving what has been set out in this IDP and particularly in respect of its Capital Investment Programme and Framework is the availability of resources, financial and human resources. Financial and human resources constraints are of national significance and the question remains that, even if the uMngeni Municipality has

access to sufficient financial resources to fund this Capital Investment Programme and Framework, does it have with human resource capacity to give effect to this Capital Investment Programme and Framework? The Municipality Institutional Plan needs to consider this matter further and give particular consideration to human resource capacity and development.

2.4 Sector Department Projects

uMgeni Water

| Project Description | Ward | Estimated Cost (R'000) | Status |
|--------------------------------------|-------------------------------------|------------------------|--|
| Howick West Reservoir Upgrade | 7 (incl. beneficiaries from ward 5) | 70,166 | Project scope has been changed to 16MI due to increasing water demands. Tender progress in progress. Programme is in the process of being amended to reflect the change in scope |
| Groenekloof Reservoir Upgrade | 6, 7 | 12,000 | |
| Midmar Water Treatment Plant Upgrade | 12 | 305,559 | Tender has been recommended for award. Anticipated date of completion is Apr 2017. |
| Howick North Reservoir Upgrade | 5 | 17,000 | Project commission |
| Mpophomeni Waste Water Works | | 380,705 | |

Eskom

| Project Description | Ward | Estimated Cost (R'000) | Status |
|---|------|------------------------|---------|
| Electricity extension - Hawkstone | 6 | Undetermined | Ongoing |
| Electricity extension - Dunmarie Primary School community | 6 | Undetermined | Ongoing |
| Electricity extension - Triandra | 5 | Undetermined | Ongoing |
| Electricity extension - Karkloof | 5, 6 | Undetermined | Ongoing |
| Electricity extension - Zenzani | 3 | Undetermined | Ongoing |
| Electricity extension - Sherwood | 4 | Undetermined | Ongoing |
| Electricity extension - KwaNxamala | 9 | Undetermined | Ongoing |
| Electricity extension - Lutchman | 4 | Undetermined | Ongoing |
| Electricity extension - Lemonwood | | Undetermined | Ongoing |
| Electricity extension - Colbourne | 5 | Undetermined | Ongoing |

| Project Description | Ward | Estimated Cost (R'000) | Status |
|--|------|------------------------|---------|
| Electricity extension – Nottingham Road | 3 | Undetermined | Ongoing |
| Electricity extension – St. Josephs | 6 | Undetermined | Ongoing |
| Electricity extension – Hiltonian Society | 6, 7 | Undetermined | Ongoing |
| Electricity extension – Khayelisha Housing | 7 | Undetermined | Ongoing |
| Electricity extension - Cedara | 7 | Undetermined | Ongoing |

uMgungundlovu District Municipality (Water Services Authority)

| Project Description | Ward | Estimated Cost (R'000) | Status |
|--|---------|------------------------|---|
| Hilton N3 Corridor Development Water and Waste Water Services | 7 | 301,413 | Phase 1: No EIA required only an EMP Phase 2: EIA application has been submitted, awaiting feedback from DAEA |
| Kwa-Haza, KwaChief & Enguga Water Supply Scheme | 9 | 23,019 | ROD has been received |
| Cedara/Khanya Village – construction of bulk water supply | 7 | 17,281 | EIA process has commenced |
| Khayelisha Bulk Water Supply – construction of bulk water supply | 7 | 13,093 | EIA Required |
| Howick AC Pipe Replacement | 2 | 155,617 | - |
| Hilton AC Pipe Replacement | 7 | 117,546 | - |
| Merrivale & Merrivale Height AC Pipe Replacement | 7 | 19,771 | - |
| Lions River & Lidgeton Bulk Water Supply Upgrade | 4,5 & 9 | 19,761 | EIA required |
| Biram Wood Water Supply Upgrade | | - | |
| Cedara/Khanya Village – construction of bulk sewer | 7 | 18, 621 | EIA process has commenced |
| Kwa-Haza Ward 9 Sanitation - construction of VIP sanitation | 9 | 21,521 | Project complete |
| Khayelisha Pump Station | 10 | 13, 093 | The overall project is 99% complete and the electrical works has reached a stage of practical completion. |

| Project Description | Ward | Estimated Cost (R'000) | Status |
|--|------|------------------------|---|
| Mpophomeni Waste Water Works - Massification | 10 | 138,603 | The RoD has been received from DAEA. The Water Use License Application (WULA) has been submitted to DWS Regional Office. Tendering processes can only commence once WULA is in place. |
| Crematorium and Cemetery establishment | 5 | - | Planning |
| Curry's Post Landfill Site Weigh Bridge | 4 | - | To be developed in the outer years |

Department of Human Settlement

| Project Description | Ward | Estimated Cost (R'000) | Status |
|--|-------|------------------------|---|
| Hiltonian Housing Phase 1,2 & 3 | 12 | - | Complete |
| Cedara Housing | 7 | - | Complete |
| Khayelisha Housing | 8 | - | Infrastructure for storm water is complete |
| Zenzani Housing | 3 | - | Complete |
| Nottingham Road / Hillside Housing | 3 | - | IA to be appointed |
| Fordun Housing | 3 | - | Complete |
| Karkloof Farm Housing | 5 & 6 | - | Pre-Feasibility |
| St. Josephs Housing | 6 | - | Appointment of Implementing Agent required |
| KwaNxamalala Housing | 9 | - | 100% complete |
| Lions River Housing Phase 2 & 3 | 9 | - | Appointment of Implementing Agent required |
| Dargle Housing | 3 | - | Pre-feasibility |
| Lutchman / Sookan Housing | 4 | - | Appointment of Implementing Agent required |
| KwaMevana Housing | 12 | - | Appointment of Implementing Agent required |
| Mpophomeni Phase 3 - Amakhaya Entokozo | | - | Dispute in terms of IGR |
| Tumbleweed | | - | Insitu upgrade land invaded, Appointment of IA required |
| Fairfield Farm Dwelling | | - | Initiation |

Department of Transport

| Project Description | Estimated Cost (R'000) | Status |
|--|------------------------|------------------|
| Gamaletu Causeway | 2,000 | - |
| Regravelling of P144 | 1,800 | - |
| Regravelling of P548 | 4,800 | - |
| Regravelling of P162 | 1,200 | - |
| Regravelling of D494 | 1,625 | - |
| Regravelling of D734 | 800 | - |
| Regravelling of D735 | 1,100 | - |
| Regravelling of P133 | 4,000 | - |
| Regravelling of D290 | 2,800 | - |
| D390 | - | - |
| Nottingham to Dargle tar road | - | Pre- feasibility |
| Dargle to Impendle tar road | - | Pre- feasibility |
| St. Josephs sidewalks | TBD | Funding required |
| Rehabilitation - MR 139-1 : N3 to Hilton College | TBD | - |
| Rehabilitation - MR 1-6 : Howick to Nottingham Road | TBD | - |
| Rehabilitation - MR 139-1 : N3 to Hilton College | TBD | - |
| Rehabilitation - MR 367 : Xways to N3 | TBD | - |

Department of Economic Development, Tourism and Environmental Affairs

| Project Description | Ward | Estimated Cost (R'000) | Status |
|---|-----------|------------------------|----------|
| Invasive Alien Species | All wards | 155 | Ongoing |
| Environmental Awareness and Capacity Building | All wards | 280 | Ongoing |
| Urban Greening | All wards | 320 | Ongoing |
| Youth Jobs and in Waste | All wards | TBD | Planning |

Department of Cooperative Governance and Traditional Affairs

| Project Description | Ward | Estimated Cost (R'000) | Status |
|--------------------------|-----------|------------------------|--------|
| Food for Waste | All wards | 1,279 | - |
| Community Work Programme | All wards | - | - |

Department of Justice

| Project Description | Ward | Estimated Cost (R'000) | Status |
|---------------------|------|------------------------|----------|
| TVET College | 10 | 30,000 | Planning |
| | | | |

Services SETA

| Project Description | Ward | Estimated Cost (R'000) | Status |
|---------------------------------|------|------------------------|----------|
| TVET College – Satellite Campus | 12 | 15,000 | Planning |

Other Projects

| Project Description | Ward | Estimated Cost (R'000) | Status |
|-----------------------------------|------|------------------------|---|
| Stockowners Business Park | 2 | 147,000 | Funding required for bulk infrastructure |
| Midlands Community College | 3 | 63,976 | Funding required for expansion of college |
| Hilton Steam Railway Rejuvenation | 12 | 4 681 | Requires funding |

Department of Education

| PLANNED PROJECTS FOR SCHOOLS | | | | | |
|------------------------------|--------------------|-------------------------|-----------------|--------------------|------------------------|
| SANITATION | ECD | FENCING | MAJOR REPAIRS | CURRICULUM REDRESS | UPGRADES AND ADDITIONS |
| Sifisesihle PS | Sifisesihle PS | Dargle PS | Umthombo PS | Asibemunye HS | Asibemunye HS |
| Nhlanhleni PS | Isibongo PS | Lions River PS | Isibongo PS | Mconjwana HS | Mpophomeni HS |
| Hawkstone PS | Nottingham Road PS | Corrie Lynn PS | Nhlanhleni PS | Sifisesihle PS | Umthombo HS |
| Cedara PS | Shea O Conor CS | Esiphethwini Sendiza PS | Shea O Conor | Umthombo PS | Isibongo PS |
| Lions River | | | Sibongumbovu PS | | Nhlanhleni PS |
| Sibongumbovu PS | | | Asithuthuke CS | | Shea O Conor CS |
| Mpophomeni PS | | | | | Qhamukile PS |
| Asithuthuke CS | | | | | Cedara PS |
| Trianda PS | | | | | |
| Yarrow | | | | | |

CHAPTER G – ANNUAL OPERATIONAL PLAN – (DRAFT SDBIP)

| UMNGENI MUNICIPALITY - OFFICE OF THE MUNICIPAL MANAGER SDBIP FOR 2018/2019 | | | | | | | | | | | | | | | | | | |
|---|---|---|--|----------------------------|--|--------------------|--------------------|--------------------|------------------|---------------------------------|---------------------|-----------|-----------|-----------|-----------|--|----------------------|-----------------|
| NOTE: THIS INCLUDES IDP/BUDGET PROJECTS, LEGISLATED KPIs AND DEPARTMENTAL FUNCTIONS (SOME NOT IN IDP/BUDGET), B2B AND LEGISTION | | | | | | | | | | | | | | | | | | |
| Ref. No. | IDP Goals | Objective | Strategic Focus Area (in-relation to objectives) | Key Performance Indicators | | | | | | | | | | | | Portfolio of evidence | Responsibility | |
| | | | | Ward | Key performance indicator | Unit of Measure | Demand | Baseline | 2017/2018 Actual | Backlog | Projected 2018/2019 | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | | | |
| | | | | | | | | | | | | Projected | Projected | Projected | Projected | | | |
| KEY PERFORMANCE AREA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT | | | | | | | | | | | | | | | | | | |
| KZN222_KPA1/O1.1.1 | 1.1 Human Resource Development and management | 1.1.1 Create a conducive working environment for all employee | 1.1.1.1 Strengthening internal bargaining structure | N/A | LLF meetings held quarterly | Number of meetings | 4 per annum | N/A | 4 | N/A | 4 | 1 | 1 | 1 | 1 | Minutes of meeting/attendance register | Corp.S - P. Ntombela | |
| KZN222_KPA1/O1.1.1 | | | 1.1.1.2 Enhance and maintain good labour relations between employees and employer | N/A | Development of Annual Labour Relations Plan for Council approval | Date | Mar-19 | N/A | N/A | N/A | Mar-19 | N/A | N/A | Mar-19 | N/A | Council resolution | Corp.S - P. Ntombela | |
| KZN222_KPA1/O1.1.1 | | | 1.1.1.3 Implementation of EAP Programmes to support the wellbeing of employees | N/A | % of employees (walk-ins) assisted per quarter | % | 100% | 100% | 100% | N/A | 100% | 100% | 100% | 100% | 100% | Daily register | Corp.S - T. Lamula | |
| KZN222_KPA1/O1.1.2 | | 1.1.2 Promote employment equity | 1.1.2.1 Compliance and monitoring of the Employment Equity Plan | N/A | Submission of Annual Employment Equity Report to Department of Labour as per legislation | Date | January (Annually) | January (Annually) | Jan-18 | N/A | Jan-19 | N/A | N/A | N/A | Jan-19 | N/A | Proof of submission | Corp.S C. Khoza |
| KZN222_KPA1/O1.1.3 | | 1.1.3 Enhance human resource management | 1.1.3.1 Review of the human resource development strategy | N/A | Reviewal of Human Resource Strategy | Date | Dec-18 | 2015 | Nil | Updated Human Resource Strategy | Dec-18 | N/A | Dec-18 | N/A | N/A | Council resolution | Corp.S C. Khoza | |
| KZN222_KPA1/O1.1.3 | | | 1.1.3.2 Review and implementation of the skills development plan in line with municipal priorities | N/A | WSP budget spent per quarter | % | 100% | 100% | 100% | Nil | 100% | N/A | 25% | 60% | 100% | SAMRAS screenshot | Corp.S D. Ntombela | |

| | | | | | | | | | | | | | | | | | |
|--------------------|--|--|--|-----------|--|-----------------|-------------------------------|-------------|-------------|--|-------------|--------|--------|--------------------|-------------------|---|-------------------------------|
| KZN222_KPA1/O1.1.3 | | | 1.1.3.3 Develop and implement a knowledge management strategy | N/A | Development of knowledge management strategy for approval by Council | Date | Knowledge Management Strategy | Nil | Nil | Approved knowledge management strategy | Jun-19 | N/A | N/A | March 2019 (draft) | June 2019 (Final) | Council resolution | Corp.S N. Ngubane N. Gwamanda |
| KZN222_KPA1/O1.1.3 | | | 1.1.3.4 Institutionalise the Batho Pele Principles in order to achieve customer satisfaction | N/A | Developed Service Delivery Charter and Standards | Date | Dec-18 | N/A | N/A | N/A | Dec-18 | N/A | Dec-18 | N/A | N/A | Copy of Service Delivery Charter and Standards | OMM T. Mgaga |
| KZN222_KPA1/O1.1.3 | | | 1.1.3.5 Enhance youth development services | All wards | Number of outreach programmes and stakeholder programmes implemented | Number | 4 per annum | 4 per annum | 4 per annum | 0 | 4 per annum | 1 | 1 | 1 | 1 | Correspondence/invitations/attendance registers/emails/internal request | OMM N. Mncwabe |
| KZN222_KPA1/O1.1.3 | | | | All wards | Contribution towards indigent youth tertiary registrations | Amount in rands | Unlimited | TBC | R 175 000 | N/A | TBC | N/A | N/A | TBC | N/A | Proof of payments | OMM S. Mkhlasibe |
| KZN222_KPA1/O1.1.4 | | 1.1.4 Utilisation of information technology for effective service delivery | 1.1.4.1 Review and implementation of the IT Governance Framework | N/A | Development of ICT Governance Framework | Date | Dec-18 | N/A | N/A | N/A | Dec-18 | N/A | Dec-18 | N/A | N/A | Council resolution | Corp.S N. Gwamanda |
| KZN222_KPA1/O1.1.4 | | | 1.1.4.2 Increase stability and availability of ICT services | N/A | Development of disaster recovery plan for approval by Council | Date | Sep-18 | N/A | N/A | N/A | Sep-18 | Sep-18 | N/A | N/A | N/A | Council resolution | Corp.S N. Gwamanda |

| KEY PERFORMANCE INDICATOR 2: BASIC SERVICE DELIVERY | | | | | | | | | | | | | | | | | |
|---|--|--|---|----------------------------|---|------------------|-----------|-----------|------------------|---------|---------------------|-----------|-----------|-----------|-----------|--|--------------------|
| Ref. No. | IDP Goals | Objective | Strategic Focus Area (in-relation to objectives) | Key Performance Indicators | | | | | | | | | | | | Portfolio of evidence | Responsibility |
| | | | | Ward | Key performance indicator | Unit of Measure | Demand | Baseline | 2017/2018 Actual | Backlog | Projected 2018/2019 | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | | |
| | | | | | | | | | | | | Projected | Projected | Projected | Projected | | |
| KZN222_KPA2/O1.2.1 | 1.2 Integrated human settlements and strategic | 1.2.1 Provision of quality housing | 1.2.1.1 Eradicate informal settlements and housing backlogs | All wards | Issuing of title deeds | Number | All | TBC | TBC | TBC | 400 | 100 | 100 | 100 | 100 | Copy of title deed | Comm.S N. Khanyile |
| KZN222_KPA2/O1.2.1 | | | | All wards | Compilation and verification of a housing database | Rate (quarterly) | Quarterly | Quarterly | Quarterly | N/A | Quarterly | Quarterly | Quarterly | Quarterly | Quarterly | Updated register/copy verification reports | Comm.S N. Khanyile |
| KZN222_KPA2/O1.2.1 | | | | N/A | Monitor and report progress on all housing projects | Rate (quarterly) | Quarterly | Quarterly | Quarterly | N/A | Quarterly | Quarterly | Quarterly | Quarterly | Quarterly | Cluster reports | Comm.S N. Khanyile |
| KZN222_KPA2/O1.2.1 | | | | N/A | Review housing sector plan for approval by Council | date | Jun-19 | TBC | TBC | N/A | Jun-19 | N/A | N/A | N/A | Jun-19 | Council resolution | EDP |
| KZN222_KPA2/O1.2.2 | | 1.2.2 Provisions of quality roads and storm-water infrastructure | 1.2.2.1 Develop, review and implement a roads and storm-water management and maintenance plan | TBC | Construction of Roads and storm water | Number | TBC | TBC | TBC | TBC | TBC | TBC | TBC | TBC | TBC | Completion certificate | Tech.S D. Mtshali |
| KZN222_KPA2/O1.2.2 | | | | TBC | Kilometers of roads resurfaced | Number | TBC | TBC | TBC | TBC | TBC | TBC | TBC | TBC | TBC | Service Provider's report/Cluster report | Tech.S B. Mlotshwa |
| KZN222_KPA2/O1.2.2 | | | | TBC | Squaremeters of potholes fixed | Number | TBC | TBC | TBC | TBC | 6000m² | 1500m² | 1500m² | 1500m² | 1500m² | Service Provider's report/Cluster report | Tech.S B. Mlotshwa |

| KZN222_KPA2/O1.2.3 | | 1.2.3 Access to electricity supply | 1.2.3.1 Provision of electricity supply to all households and businesses | TBC | Households newly connected to electricity supply | Number | TBC | TBC | TBC | TBC | TBC | TBC | TBC | TBC | TBC | Service Provider's report/Cluster report | Tech.S P. Nxele |
|---|------------------|---|--|----------------------------|---|--------------------------|----------------|-----------|------------------|---------|---------------------|---------------------|---------------------|---------------------|---------------------|---|----------------------|
| KZN222_KPA2/O1.2.4 | | 1.2.4 Solid waste management | 1.2.4.1 Develop and implement an integrated waste management plan | All wards | households receiving refuse removal weekly | % | TBC | TBC | TBC | TBC | TBC | TBC | TBC | TBC | TBC | | Tech.S Z. Mansoor |
| KZN222_KPA2/O1.2.5 | | 1.2.5 Management of municipal parks and gardens | 1.2.5.1 Develop and maintain sports and recreational facilities | N/A | Development and submission (to external funding sources) of business plans to source funding for construction of sports and recreational facilities | Number of business plans | 4 | 0 | 0 | N/A | 4 | N/A | 2 | N/A | 2 | Copy of business plan and proof of submission | Tech.S |
| KZN222_KPA2/O1.2.5 | | | 1.2.5.2 Maintenance of all municipal open spaces | All wards | Report on maintenance of municipal open spaces | Rate (quarterly) | Quarterly | Quarterly | Quarterly | N/A | Quarterly | Quarterly | Quarterly | Quarterly | Quarterly | Cluster reports | Tech.S J. Pope |
| KEY PERFORMANCE AREA 3: LOCAL ECONOMIC DEVELOPMENT | | | | | | | | | | | | | | | | | |
| Ref. No. | IDP Goals | Objective | Strategic Focus Area (in-relation to objectives) | Key Performance Indicators | | | | | | | | | | | | Portfolio of evidence | Responsibility |
| | | | | Ward | Key performance indicator | Unit of Measure | Demand | Baseline | 2017/2018 Actual | Backlog | Projected 2018/2019 | Quarter 1 Projected | Quarter 2 Projected | Quarter 3 Projected | Quarter 4 Projected | | |
| KZN222_KPA3/O1.3.1 | 1.3 Job creation | 1.3.1 Increase employment and entrepreneurial opportunities | 1.3.1.3 Support further development of the tourism sector | Ward 9 | Facilitate completion of Mandela Capture Site - phase 2 (monument) | % of completion | TBC | 93% | 0% | 7% | 100% | N/A | 100% | N/A | N/A | Report/completion certificates | EDP P. Ndlovu |
| KZN222_KPA3/O1.3.1 | | 1.3.2 Inclusive socio-economic development | 1.3.2.1 Support the growth of SMMEs | All wards | Approved SMME strategy | Date | Mar-19 | N/A | NA | N/A | Mar-19 | N/A | N/A | Mar-19 | N/A | Council resolution | EDP T. Mkhulisi |
| KZN222_KPA3/O1.3.1 | | | 1.3.2.5 Continuous review and implementation of the LED Strategy | N/A | Development and submission (to external funding sources) of business plans to source funding for LED programmes | Date of submission | Obtain funding | N/A | N/A | N/A | Mar-19 | N/A | N/A | Mar-19 | N/A | Copy of business plan and proof of submission | EDP J. Dlamini |

| KEY PERFORMANCE AREA 4: FINANCIAL VIABILITY AND MANAGEMENT | | | | | | | | | | | | | | | | | |
|--|---|--|--|----------------------------|---|-------------------|--------------------|--------------------|------------------|---------|---------------------|---------------------|---------------------|---------------------|---------------------|---|-------------------------------|
| Ref. No. | IDP Goals | Objective | Strategic Focus Area (in-relation to objectives) | Key Performance Indicators | | | | | | | | | | | | Portfolio of evidence | Responsibility |
| | | | | Ward | Key performance indicator | Unit of Measure | Demand | Baseline | 2017/2018 Actual | Backlog | Projected 2018/2019 | Quarter 1 Projected | Quarter 2 Projected | Quarter 3 Projected | Quarter 4 Projected | | |
| KZN222_KPA4/O1.4.1 | 1.4. Financially sound and sustainable municipality | 1.4.1 Compliance with financial legislation and policies | 1.4.1.1 Provide for strategic budgetting in line with IDP priorities | N/A | Tabling and adoption of multi-year budget | Date | Annually (May) | Annually (May) | Annually (May) | N/A | May-19 | N/A | N/A | N/A | May-19 | Council resolution | Finance B. Msomi |
| KZN222_KPA4/O1.4.1 | | | | N/A | Monitoring of budget for remuneration of all employees and councillors | % of budget spent | 31% | 35% | 31% | N/A | 31% | 7.8% | 7.8% | 7.8% | 7.8% | Quarterly report | Finance B. Msomi |
| KZN222_KPA4/O1.4.1 | | | | N/A | % of MIG Expenditure | % spent | 100% | 100% | 100% | N/A | 100% | 25% | 50% | 75% | 100% | Grants register | Tech.S D. Mtshali |
| KZN222_KPA4/O1.4.1 | | | | N/A | % of repairs and maintenance spent | % spent | 100% | 100% | TBC | N/A | 100% | 20% | 55% | 75% | 100% | Quarterly report | Tech.S D. Mtshali B. Mlotshwa |
| KZN222_KPA4/O1.4.1 | | | | N/A | Creditors paid within 30 days | % | 100% | 100% | TBC | | 100 | 100% | 100% | 100% | 100% | Payments register | Finance N. Nzuza |
| KZN222_KPA4/O1.4.1 | | | | N/A | Operating budget spent | % | 100% (max) | N/A | TBC | N/A | 100% | 25% | 50% | 75% | 100% | Quarterly report | All Dept. |
| KZN222_KPA4/O1.4.1 | | | 1.4.1.2 Develop transparent processes in the procurement of goods and services | N/A | Monitor implementation of procurement plan to avoid irregular, wasteful and fruitless expenditure | Rate (quarterly) | Quarterly | N/A | N/A | N/A | Quarterly | Quarterly | Quarterly | Quarterly | Quarterly | Approved procurement plan and list of goods and services procured | Finance SCM |
| KZN222_KPA4/O1.4.1 | | | 1.4.1.3 Obtain a credible audit outcome by the Auditor-General | N/A | Submission of Draft Annual Financial Statements to Council for noting and to AG | Date | Annually (August) | Annually (August) | 31-Aug-17 | N/A | 31-Aug-18 | 31-Aug-18 | N/A | N/A | N/A | Council resolution and proof of submission to AG | Finance B. Msomi |
| KZN222_KPA4/O1.4.1 | | | | N/A | Submission of final Annual Financial Statement to Council for noting | Date | Annually (January) | Annually (January) | 25-Jan-18 | N/A | 31-Jan-19 | N/A | N/A | 31-Jan-19 | N/A | Council resolution | Finance B. Msomi |
| KZN222_KPA4/O1.4.1 | | | | N/A | Findings in 2017/2018 AG action plan resolved | % | 100% | TBC | TBC | TBC | 100% | N/A | N/A | 50% | 100% | Updated action plan | OMM M. Mthembu |
| KZN222_KPA4/O1.4.1 | | | | N/A | Implementation of annual Audit Plan | % | 100% | TBC | TBC | TBC | 100% | 100% | 100% | 100% | 100% | Reports | M. Mthembu |

| | | | | | | | | | | | | | | | | | |
|--------------------|--|---|--|--------|---|---------------------|---|------------------------------|-------------------|-------------------------------|------------------|------------------|------------------|------------------|------------------|------------------------|-------------------|
| KZN222_KPA4/O1.4.1 | | | 1.4.1.4 Facilitate support to indigent residents of the Municipality | N/A | Approved Indigent Register | Date | Annual review | Annual review | Jul-17 | N/A | Jul-18 | Jul-18 | N/A | N/A | N/A | Council resolution | Comm.S D. Madondo |
| KZN222_KPA4/O1.4.2 | | 1.4.2 Increase and enhance revenue collection | 1.4.2.1 Develop and implement a revenue enhancement strategy | N/A | Review of revenue enhancement strategy for approval by Council | Date | Annually | TBC | N/A | N/A | Dec-18 | N/A | Dec-18 | N/A | N/A | Council resolution | Finance M. Zungu |
| KZN222_KPA4/O1.4.2 | | | | N/A | Appointment of Service provider for implementation of smart metering system | Date of appointment | Provision of smart meter for all households | Nil | Nil | 0 households with smart meter | Mar-18 | N/A | N/A | Mar-18 | N/A | Letter of appointment | Finance CFO |
| KZN222_KPA4/O1.4.2 | | | 1.4.2.2 Rates and electricity bills must be accurate in order to ensure timeous payment by residents | N/A | Property rates collection | % | 100% | TBC | TBC | TBC | 95% | 95% | 95% | 95% | 95% | Report | Finance M. Zungu |
| KZN222_KPA4/O1.4.2 | | | | N/A | Measurement of electricity gains/losses (expenditure against profit made/lost) | % gain/loss | 50% profit | % loss | % loss | TBC | 80% profit | 20% profit | 20% profit | 20% profit | 20% profit | Report | Finance M. Zungu |
| KZN222_KPA4/O1.4.2 | | | 1.4.2.3 Collect all debt on debtors timeously | N/A | debtors collection rate | % | 95% | TBC | TBC | TBC | 95% | 95% | 95% | 95% | 95% | Quarterly report | Finance M. Zungu |
| KZN222_KPA4/O1.4.2 | | | | N/A | % of collection on age analysis | % | TBC | TBC | TBC | TBC | TBC | TBC | TBC | TBC | TBC | Report | Finance M. Zungu |
| KZN222_KPA4/O1.4.2 | | | 1.4.2.4 Identify and implement diversified revenue streams | Ward 2 | Introduce a pay parking system in the CBD | Amount in rands | TBC | Nil | Nil | N/A | TBC | TBC | TBC | TBC | TBC | Proof of income | Finance M. Zungu |
| KZN222_KPA4/O1.4.3 | | 1.4.3 Improve asset management | 1.4.3.1 Continuous implementation and monitoring of the asset management policy | N/A | Continuous update of assets register | Rate | Quarterly | Quarterly | Quarterly | N/A | Quarterly | Quarterly | Quarterly | Quarterly | Quarterly | Updated asset register | Finance N. Xaba |
| KZN222_KPA4/O1.4.3 | | | 1.4.3.2 Compile and frequently review the asset register in line with GRAP | N/A | Annual verification and assessment of asset register (audited by AG and noted by Council) | Date | Annually (January) | Annually (January) | Jan-19 | N/A | Jan-19 | N/A | N/A | Jan-19 | N/A | Council resolution | Finance B. Msomi |
| KZN222_KPA4/O1.4.3 | | | 1.4.3.5 To provide an efficient and cost effective fleet management services | N/A | Monitoring of vehicle maintenance and repairs | Rate (quarterly) | Monitoring of daily services | Monitoring of daily services | Quarterly reports | N/A | Quarterly report | Quarterly report | Quarterly report | Quarterly report | Quarterly report | Custer reports | Tech.S S. Zuma |

| KEY PERFORMANCE AREA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | | | | | | | | | | |
|--|-------------------------------|---|--|----------------------------|--|------------------|-------------------|----------------------|------------------|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--|-----------------------------------|
| Ref. No. | IDP Goals | Objective | Strategic Focus Area (in-relation to objectives) | Key Performance Indicators | | | | | | | | | | | | Portfolio of evidence | Responsibility |
| | | | | Ward | Key performance indicator | Unit of Measure | Demand | Baseline | 2017/2018 Actual | Backlog | Projected 2018/2019 | Quarter 1 Projected | Quarter 2 Projected | Quarter 3 Projected | Quarter 4 Projected | | |
| KZN222_KPA5/O1.5.1 | 1.5 Good corporate governance | 1.5.1 Adherence with all legislative mandates | 1.5.1.1 Develop and review a credible and implement able integrated development plan | N/A | Tabling and adoption of a credible IDP review | Date | Annually (June) | Annually (June) | May-18 | N/A | Jun-19 | N/A | N/A | 2019-03-01 (Draft) | June 2019 (Final) | Council resolution | EDP S. Makhaye |
| KZN222_KPA5/O1.5.1 | | | | N/A | Tabling of IDP and Budget process plan for approval by Council | Date | Annually (August) | Annually (August) | Aug-17 | N/A | Aug-18 | Aug-18 | N/A | N/A | N/A | Council resolution | EDP & Finance S. Makhaye B. Msomi |
| KZN222_KPA5/O1.5.1 | | | | N/A | Developed Service Delivery Improvement Plan | Date | Dec-18 | N/A | N/A | N/A | Dec-18 | N/A | Dec-18 | N/A | N/A | Copy of plan and resolution | EDP S. Makhaye |
| KZN222_KPA5/O1.5.1 | | | 1.5.1.2 Ensure the functioning of all council committees | N/A | Functionality of all council committees (Cluster committees, MPAC, EXCO and Council) | Number | 64 | 1-2 cluster meetings | TBC | N/A | 64 | 16 | 16 | 16 | 16 | Minutes of meetings | OMM T. Cibane |
| KZN222_KPA5/O1.5.1 | | | 1.5.1.3 Provide support to all council oversight committees | N/A | Agendas issued and Minutes captured and made available for all council committees | % | 100% | 100% | 100% | N/A | 100% | 100% | 100% | 100% | 100% | Copy of minutes and agendas | Corp.S N. Ngubane |
| KZN222_KPA5/O1.5.1 | | | 1.5.1.4 Review and implement all applicable municipal policies and by-laws | All wards | Buildings plans processed within 30 days(500m²) | % | 100% | TBC | TBC | TBC | 100% | 100% | 100% | 100% | 100% | Copy of register and proof of approval of building plans | EDP |
| KZN222_KPA5/O1.5.1 | | | | All wards | Buildings plans processed within 30 days(over 500m²) | % | 100% | TBC | TBC | TBC | 100% | 100% | 100% | 100% | 100% | Copy of register and proof of approval of building plans | EDP |
| KZN222_KPA5/O1.5.1 | | | | N/A | Annual review of all municipal policies and by-laws | Date | Jun-19 | TBC | TBC | TBC | 100% | N/A | N/A | March 2019 (draft) | June 2019 (final) | Council resolutions | OMM T. Cibane |
| KZN222_KPA5/O1.5.1 | | | | N/A | Development and approval of Anti-Fraud and Corruption Strategy | Date of approval | Jun-19 | N/A | Nil | Approved strategy | Jun-19 | N/A | N/A | March 2019 (draft) | June 2019 (final) | Council resolution | OMM M. Mt hembu |

| | | | | | | | | | | | | | | | | | |
|---------------------|--|--|--|-----------|--|--------------------|--|------------------|-----------|------|--|-----------|-----------|--------------------|-----------|--|---------------------------|
| KZN222_KPA5 /O1.5.2 | | 1.5.2 Promote participatory governance and multi-stakeholder engagements | 1.5.2.1 Implementation and monitoring of the municipal communication strategy | N/A | Review of Corporate Identity Manual (CIM) for approval by Council | Date | Sep-18 | Nil | Nil | N/A | Sep-18 | Sep-18 | N/A | N/A | N/A | Council resolution | OMM T. Mgaga |
| KZN222_KPA5 /O1.5.2 | | | 1.5.2.2 Ensure participation in all relevant IGR structures | N/A | Participation in all spheres of gov. IGR structures | % | 100% | TBC | TBC | N/A | 100% | 100% | 100% | 100% | 100% | Invitation and proof of attendance | All Dept. |
| KZN222_KPA5 /O1.5.2 | | | 1.5.2.3 Encourage all our social partners to participate in the municipal affairs | All wards | Community Consultation through multi-year budget izimbizo, community meetings and IDP Forums | Number of meetings | 1 community meeting per ward, 2 IDP Forums per annum, 2 izimbizo per annum | TBC | TBC | TBC | 1 community meeting per ward, 2 IDP Forums per annum, 2 izimbizo per annum | 12 | 13 | 13 | 14 | | EDP S. Makhaye C. Manyoni |
| KZN222_KPA5 /O1.5.2 | | | 1.5.2.4 Support and implement applicable national, provincial and district initiatives | N/A | Submission of quarterly back to basics report to COGTA | Rate (quarterly) | Quarterly | Quarterly | Quarterly | N/A | Quarterly | Quarterly | Quarterly | Quarterly | Quarterly | Proof of submission | OMM N. Mbatha |
| KZN222_KPA5 /O1.5.2 | | | | N/A | Submission of Monthly back to basics report to COGTA | Rate (monthly) | Monthly | TBC | TBC | TBC | Monthly | Monthly | Monthly | Monthly | Monthly | Proof of submission | EDP S. Makhaye |
| KZN222_KPA5 /O1.5.3 | | 1.5.3 Effective organisational performance management system | 1.5.3.1 Review and implementation of the Performance Management Framework | N/A | Review and implement PMS Framework | Date | Annual review | N/A | Feb-18 | None | Jun-19 | N/A | N/A | N/A | Jun-19 | Council resolution | OMM S. Makhaye |
| KZN222_KPA5 /O1.5.3 | | | | N/A | Signing, submission (to Council and stakeholders) and publicizing of Performance Agreements | Date | Aug-18 | N/A | Aug-17 | None | Aug-18 | Aug-18 | N/A | N/A | N/A | Council resolution, proof of submission and copy of advert | OMM N. Mbatha |
| KZN222_KPA5 /O1.5.3 | | | | N/A | Development and submission of Annual Report to Council for approval | | Annually (March) | Annually (March) | Jun-18 | N/A | Mar-19 | N/A | N/A | March 2019 (Final) | N/A | Council resolution | OMM S. Makhaye |

| KEY PERFORMANCE AREA 6: CROSS CUTTING | | | | | | | | | | | | | | | | | |
|---------------------------------------|---|--|---|----------------------------|---|--------------------|------------------|------------------|-------------------------|------------------------|---------------------|-----------|-----------|-----------|-----------|---|----------------------|
| Ref. No. | IDP Goals | Objective | Strategic Focus Area (in-relation to objectives) | Key Performance Indicators | | | | | | | | | | | | Portfolio of evidence | Responsibility |
| | | | | Ward | Key performance indicator | Unit of Measure | Demand | Baseline | 2017/2018 Actual | Backlog | Projected 2018/2019 | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | | |
| | | | | | | | | | | | | Projected | Projected | Projected | Projected | | |
| KZN222_KPA6/O1.6.1 | 1.6 Spatial planning and environmental sustainability | 1.6.1 ensure integrated development and spatial planning | 1.6.1.1 Develop and review the municipal spatial development framework | N/A | Review of SDF for approval by Council | Date | Annually (March) | Annually (March) | N/A | N/A | Mar-19 | N/A | N/A | Mar-19 | N/A | Council resolution | EDP S. Makhaye |
| KZN222_KPA6/O1.6.1 | | | 1.6.1.2 Identify and develop a local settlement plans in both urban and rural areas | Ward 8, 9, 10 & 11 | Development of Mpophomeni local area plan | Date | N/A | N/A | N/A | Local settlement plans | Jun-19 | N/A | N/A | N/A | Jun-19 | Copy of plan | EDP S. Makhaye |
| KZN222_KPA6/O1.6.2 | | 1.6.2 Regulations of land use management | 1.6.2.1 Implementation of the municipal SPLUMA BY- LAWS | All wards | Applications processed within legal timeframes | % | 100% | TBC | TBC | TBC | 100% | TBC | TBC | TBC | TBC | Copy of register showing date received and approval from JMPT | EDP D. Rampal |
| KZN222_KPA6/O1.6.2 | | | | N/A | Development of municipal wide land-use scheme for approval by Council | Date | Jun-19 | N/A | N/A | N/A | Jun-19 | N/A | N/A | N/A | Jun-19 | Council resolution | EDP J. van der Vegte |
| KZN222_KPA6/O1.6.2 | | | 1.6.2.2 Provision of support to Tribunal Authority on land use management | N/A | Functionality of Ingonyama Trust Board and uMngeni Municipal Planning Forum | Number of meetings | 4 per annum | N/A | Newly established forum | N/A | 4 | 1 | 1 | 1 | 1 | Minutes of meeting/attendance register | EDP General Manager |

| | | | | | | | | | | | | | | | | | |
|--------------------|--|--|--|-----|--|----------------------|-------------|-----|-------------------------|-----|--------|-----|-----------------------|-----|-------------------|--|--------------------|
| KZN222_KPA6/O1.6.3 | | 1.6.3 Conservation and management of natural resources | 1.6.3.1 Protection of wetlands and water courses | N/A | Develop a wetlands and water courses resource management plan for approval | Date | Jun-19 | N/A | N/A | N/A | Jun-19 | N/A | N/A | N/A | Jun-19 | Council resolution | EDP M. Hatting |
| KZN222_KPA6/O1.6.3 | | | 1.6.3.2 Protection of biodiversity | N/A | Promote biodiversity stewardship programmes | Number of programmes | 4 per annum | N/A | Newly established forum | N/A | 4 | 1 | 1 | 1 | 1 | Correspondence/attendance registers/Reports | EDP M. Hatting |
| KZN222_KPA6/O1.6.3 | | | 1.6.3.3 Develop and comply with a strategic environmental assessment | N/A | Review strategic environmental assessment | Date | TBC | TBC | TBC | TBC | TBC | TBC | December 2018 (draft) | N/A | June 2019 (final) | Copy of strategic environmental assessment and/or resolution | EDP M. Hatting |
| KZN222_KPA6/O1.6.3 | | 1.6.4 Disaster Management | 1.6.4.1 Annual review and implementation of disaster management plan | N/A | Review Disaster Management Plan | Date | TBC | TBC | TBC | TBC | TBC | TBC | TBC | TBC | TBC | Council resolution | Comm S J. Nzimande |

CHAPTER H - ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

The Annual Performance Report is included as Annexure I.9.

CHAPTER I - SECTOR PLANS AND ANNEXURES

The table below outlines the applicable sector plans within the municipality that have either been developed or require to be developed.

Table 42: Sector Plan

| No. | Sector Plan | Completed (Y/N) | Adopted (Y/N) | Adoption Date |
|-----|---|--------------------|------------------|----------------|
| 1 | Spatial Development Framework | Y | Gazetted | February 2017 |
| 2 | Housing Sector Plan | Y | Y | June 2008 |
| 3 | Energy Sector Plan | N | N | September 2016 |
| 4 | Integrated Waste Management Plan | N | N | Draft |
| 5 | Local Economic Development Strategy | Y | Y | June 2012 |
| 6 | Strategic Environmental Assessment | N | N | Planning stage |
| 7 | Public Transport Sector Plan | N | N | - |
| 8 | Disaster Management Plan | Y | Y | June 2016 |
| 9 | Agricultural Sector Plan | Y | Y | - |
| 10 | Business Retention and Expansion Strategy | Y | Y | 2016 |
| 11 | Electricity Network Plan | N | N | - |
| 12 | Tourism Strategy | Y | | |

IDP ANNEXURES

The following Annexures form part of this 2018/219 IDP Review.

Table 43: Annexures

| Annexure | Document Description | Hard Copy | Electronic |
|-----------------|--|------------------|-------------------|
| I.1 | Community Involvement Report | | Yes |
| I.2 | Spatial Development Framework | Yes | |
| I.3 | Disaster Management Plan | | Yes |
| I.4 | AG Comments on latest Audited Statements and Action Plan | | Yes |
| I.5 | Work Place Skills Plan | | Yes |
| I.6 | Indigent Policy | | Yes |
| I.7 | LED Strategy Review | | Yes |
| I.8 | Ward Based Plans | | Yes |
| I.9 | Annual Performance Report | | Yes |